

TORBAY COUNCIL

Part 2 Specification

Contract Reference

TCSC0121

Contract Title

Framework for Edge of Care Services

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1. Overall Scope and Nature of the Requirement

The Torbay 'Edge of Care' Service requires additional, commissioned resources to support and complement their work with children and young people, from birth until adulthood. The scope of this commissioning process is to identify skilled providers who can work with and alongside the team to meet the needs of Torbay children and young people, their families, carers and support networks. Typically Edge of Care interventions require either:

- 1.1.1 Intensive input on a short term basis to respond to crises, with planning and interventions being completed within an average of 6-12 weeks (Lot 1); **and/or**
- 1.1.2 Longer-term, planned work, with interventions being completed i.e. longer than a 6 week duration (Lot 2)

To improve and maximise outcomes for Torbay children and young people we aim to commission a number of providers / support services to deliver a range of appropriate and effective specialist interventions to meet the diverse needs of this cohort of children, young people and their families / carers, both at times of crisis and as part of longer-term planning.

Torbay has an established in-house 'Edge of Care' Service, and has revised the 'edge of care' definition to include children and young people returning home from care, and young people in vulnerable / 'at-risk' Child Looked After placements. Plans for children and young people in such circumstances will include a provision from Edge of Care services, in recognition that children in the early stages of reunification with family or connected carers, or who are living within CLA placements at risk of breaking down, remain vulnerable to further disruption and trauma.

The wrap-around support provided by 'Edge of Care' services aims to reduce / prevent children and young people's experience of what is commonly known as the 'revolving door syndrome', by reducing / preventing the need for children and young people to become looked after, avoid placement breakdowns and support reunification to parents / connected carers at the earliest stage possible, and to achieve positive outcomes in line with the child or young person's best interests.

Key stakeholders in the development of robust support packages to support families with the skills and resilience to function effectively and effect change include; children and young people at the centre of the process and intervention, parents and carers and wider support networks, Torbay Fostering and CLA teams, the Early Help 'offer', the Universal 'offer', and Children's Centres.

The Edge of Care Service also works closely with a range of Adult Social Care services partners including substance misuse, domestic abuse and sexual violence, and community mental health.

Torbay Children Services work to strengths-based, trauma-informed and restorative models of practice and interventions.

The Torbay Edge of Care Team currently operates across a 6 day week, 12 hours each day, and consists of a Team Manager, a Senior Keyworker and 6 Keyworkers. The team is trained to deliver Dyadic Development Practice-based interventions and are also generically skilled to ensure children and families are supported to thrive and flourish.

The Edge of Care Team currently supports a small but significant number of children, young people, their parents and carers, and typically has 2 staff working with each family / care setting. The cohort needs assessments typically include children and young people's attachment issues linked to trauma, abuse and / family dysfunction, parental substance misuse, domestic abuse and mental health issues.

Edge of Care criteria is typically identified within families where a child or young person is experiencing and being negatively impacted on by multiple forms of unmet need, and where their care-givers are themselves challenged by co-occurring issues, including substance misuse, domestic violence and abuse, and poor mental health.

In some circumstances, children and young people meet criteria for Edge of Care services due to a family or placement crisis, despite previously not requiring any significant professional support.

Edge of Care issues also arise for children no longer in the care of their parents, for example when challenging behaviour or other unmet need contributes to a Child Looked After placement failing (foster care / residential care / respite care). A child or young person in these circumstances will be considered for Edge of Care wrap-around support to regain stability and avoid the inevitable trauma caused by a failed living arrangement / placement.

- 1.2 The Authority is seeking suppliers to provide additional support services and interventions as part of the Children Services Edge of Care Services offer. The range of support and specialist service interventions we are seeking to purchase from suppliers **as and when required are:**

Lot 1: Short Term or Crisis Response

Providers who are able to deliver all or some of the following:

- (a) Direct Work with Adults connected to the child, with the aim of de-escalating crisis and stabilising safe living arrangements for children in their care.
 - (b) Direct Work with Children (0-18), with the aim of de-escalating crisis and ensuring their needs are heard, understood and supported to participate in the planning process.
 - (c) Evidence Based Parenting interventions, for example Triple P, The Nurture Program or Magic 1,2,3,
 - (d) Solution Focused approaches to promote resilience and change.
 - (e) To be a responsive provider, which can provide a same day response, for crisis response this will sometimes require more than 1 practitioner.
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- (f) A provider which can ensure interventions will constitute, sometimes, visiting the family up-to 6 days each week (short term)
- (g) A provider who will be able to deliver their interventions flexibly alongside the need of the child or family to reduce crisis, for example, the ability to offer evening or weekend work.

Lot 2: Longer Term Interventions (Over 6 weeks)

Providers who are able to deliver all or some of the following:

- (h) Direct Work with Adults connected to the child, with the aim of de-escalating crisis and stabilising safe living arrangements for children in their care.
- (i) Direct Work with Children (0-18), with the aim of de-escalating crisis and ensuring their needs are heard, understood and supported to participate in the planning process.
- (j) Evidence Based Parenting interventions, for example Triple P, The Nurture Program or Magic 1,2,3,
- (k) Interventions to address neglect, incorporating Graded Care Profile.
- (l) Dyadic Developmental Parenting (Dan Hughes/PACE) for longer term
- (m) Non Violent Resistance
- (n) A provider which can ensure interventions will constitute, sometimes, visiting the family up-to 6 days each week (short term)
- (o) Good quality written reports will be required following sessions/interventions.
- (p) Facilitation of family time may also be a requirement when the intervention is part of reunification of a child to their family.

1.3 We require these services to be 'child focussed', and ensure that service interventions are evidence based with measurable outcomes and impact.

1.4 Applicants should have a proven track record of working with children (any child under 18) and/or their parents/carers. The interventions will be planned and agreed alongside lead professionals and/or social workers and be documented, reviewed and evaluated.

2. Minimum Requirements

This section sets out the Authority's minimum and mandatory requirements for Applicants to be eligible for the opportunity to join the Framework. These minimum and mandatory requirements are applicable across both Lots.

In order to achieve any threshold set in relation to award evaluation criteria Applicants are required to establish within the relevant responses how they will meet these requirements.

- 2.1 It is a requirement that all work with children and young people accessing the service will be bespoke with the acknowledgement that each child's story and journey and/or their parents is different and unique.
- 2.2 All those working to deliver this service will be DBS Checked (Enhanced for both adults and children) and Applicants will need to demonstrate this as part of their Tender response.
- 2.3 It is expected that the Provider will be able to deliver a service to children and/or their parents/carers to reduce the risk of children needing to become accommodated and/or avoid placement breakdown, and to support successful reunification if that is in the best interests of children.
- 2.4 Applicants will be required to work with the Edge of Care Service Team to plan the interventions for those accessing their service. These planning meetings will be well documented and service interventions reviewed to determine effectiveness and evaluated once the intervention has concluded.
- 2.5 The referral into services will come from the Access to Resource Panel or Heads of Services (in the event of crisis response).
- 2.6 Response to referrals that do not fall under the category of 2.7 and 2.8 below, must be responded to within at least 3 working days.
- 2.7 Response to referral where young people, carers and/or families are in crisis, must be on the same day.
- 2.8 Provision of services where young people, carers and/or families are in crisis, must be on the same day.
- 2.9 It is a requirement that any work purchased will be undertaken by staff who have the relevant specialist skills and training in delivering the type of intervention being purchased; see Section 5 for additional information. Those staff will be expected to receive regular supervision and guidance.

3. Specific Requirements

Unless stated otherwise, this Section is applicable to both Lots.

3.1 Eligibility and Referral Criteria

- 3.2 The Services would work with and support families where a child has been identified by the Access to Resources Panel as being at high risk of coming into care, at risk of experiencing a breakdown in their caring arrangements, or that it is in the child's best interests to be reunified to the care of a connected person / family member.
- 3.3 The cohort of children and young people referred to the Service will be those where neglect, substance misuse, behavioural issues leading to conflict, and physical abuse are likely to be the main factors and considered by the Access to Resources Panel as able to remain or return home with the right support and intervention.
- 3.4 The cohort, without the intervention, are very likely to enter care for a number of years and/or become subject to care proceedings.

3.5 Quality Assurance

- 3.6 It is expected that the service will work within local Safeguarding practices and processes. Torbay Children and Adult Safeguarding and Social Care Procedures can be found online at: Torbay **Children Safeguarding Partnership website Procedures** <https://www.proceduresonline.com/swcpp/torbay/index.html> and **Adults Torbay and South Devon Adult Safeguarding Procedure**
- 3.7 The Provider will need a robust compliments and complaints procedure and will offer the opportunity to those who are involved in the service, whether that's a child or young person receiving support or a member of their family, to offer feedback about the service being provided.
- 3.8 All feedback in relation to the service provided must be provided to the Edge of Care Team and Service Manager and all feedback received must be reviewed to inform service delivery and outcomes.
- 3.9 Children, young people and their families using the service intervention can expect information that is accessible, available, relevant and user focused.

3.10 Services Model and Outcomes

- 3.11 Following referral of the child or young person to the Service Provision, the Provider will meet with a Lead Professional to agree a package of intervention(s) and agreed outcomes.
- 3.12 The following (a through to d) are expected outcomes as a direct result of the intervention provided depending upon the service intervention being commissioned.

3.13 Key Performance Indicators

- 3.14 Performance Indicators may be unique to each intervention purchased, dependent on the extent and nature of the providers' role within that intervention. Contextually, the overarching aim of the whole package of support will be to prevent children from

unnecessary admission to care or avoid placement breakdown. In addition to prevention and crisis response, it is intended for 'Edge of Care' services to play a key role in safely reunifying children to their families.

3.15 Standard KPI's are:

- (a) Response to referral where young people, carers and/or families are in crisis, must be on the same day.
- (b) Provision of services where young people, carers and/or families are in crisis, must be on the same day.
- (c) Records and reports must be provided to meet Children's Services requirements, for example Initial Child Protection Case Conferences, Child Looked After Reviews and other important planning meetings in respect of the child.
- (d) Meetings, such as, Strategy Meetings, Case Conferences and Core Groups for the child must be attended by an Edge of Care Service (provider) if involved.

3.16 Location of Delivery

3.17 The Service will be for Torbay children and their parents, and may include children and young people placed outside of Torbay, i.e. in Devon, Somerset and Cornwall.

3.18 The Service must be on a public transport route to ensure ease of accessibility to all who need to access the service.

3.19 The premises or delivery of services should be in a confidential and safe setting. This may take place within the Children's home if appropriate.

3.20 Training

3.21 It is expected that staff working to deliver the services are all trained in the following core areas regardless of the service intervention provided:

Training	Frequency	Core	Additional / Specialist
Safeguarding as appropriate to role and in accordance with prevailing Safeguarding Children's Board requirements, South West Child Protection Procedures and Adult Safeguarding Training (will be required as part of induction training package)	At least three yearly or Refresher training as appropriate	✓	
Understanding attachment and unresolved trauma (will be required as part of probationary training package)	At least three yearly or Refresher training as appropriate	✓	
Adverse Childhood Experiences (ACE) (will be required as part of probationary training package)	At least three yearly or Refresher training as appropriate	✓	

Child and youth development (will be required as part of probationary training package)	At least three yearly or Refresher training as appropriate	✓	
Positive behaviour support (will be required as part of probationary training package)	At least three yearly or Refresher training as appropriate	✓	
Online safety (will be required as part of induction training package)	At least three yearly or Refresher training as appropriate	✓	
MCA and Deprivation of Liberty Safeguards (will be required as part of probationary training package)	At least three yearly or Refresher training as appropriate	✓	
Nutrition (will be required as part of probationary training package)	At least three yearly or Refresher training as appropriate	✓	
Equality and diversity (will be required as part of induction training package)	At least three yearly or Refresher training as appropriate	✓	
Mental health and emotional wellbeing (will be required as part of probationary training package)	At least three yearly or Refresher training as appropriate	✓	
Managing self-harm (will be required as part of probationary training package)	At least three yearly or Refresher training as appropriate	✓	
Eating disorders (will be required as part of probationary training package)	At least three yearly or Refresher training as appropriate	✓	
PREVENT (will be required as part of induction training package)	At least three yearly or Refresher training as appropriate	✓	
First aid (as required)	At least three yearly or Refresher training as appropriate	✓	
Sexual health and wellbeing (will be required as part of probationary training package)	At least three yearly or Refresher training as appropriate	✓	

Child and young people sexual and criminal exploitation (will be required as part of induction training package)	At least three yearly or Refresher training as appropriate	✓	
Record Keeping, Data Protection and Information Sharing and Security (will be required as part of induction training package)	At least three yearly or Refresher training as appropriate	✓	
Health and Safety (will be required as part of induction training package)	At least three yearly or Refresher training as appropriate	✓	
Working with Unaccompanied asylum seeking children and young people	As required		✓
Working with young offenders	As required	✓	
Working with Children Looked After	As required	✓	

3.22 **Hours of Delivery**

3.23 It is expected that the provider will be flexible in the delivery of the Service. The hours of delivery will be in line with the needs of the Children and Young People accessing the service and what interventions are being commissioned. For crisis and planned work we are seeking suppliers who will offer evening and weekend work in addition to normal office hours. For crisis work, we would expect that the provider would ensure the availability of 2 workers, promoting individual safety and improve efficacy of crisis response.

3.24 **Legislation, Regulation and Guidance**

3.25 Relevant Legislations, Regulations and Guidance can be found in Appendix F. The Service is expected to be delivered in line with those Legislation, Regulations and Guidance laid out within the abovementioned Appendix.

3.26 **Policies and Procedures**

3.27 It is expected that the Applicant reads through Appendix F under the Policies and Procedures Section to ensure that they have robust policies and procedures in place in reference to those listed.

4. Contract and Performance Review Requirements

Unless stated otherwise, this Section is applicable to both Lots.

- 4.1 When a Call-off from the Framework takes place, the successful Applicant will be sent an individual agreement for the specific intervention required. This individual agreement will be where the specific KPIs and requirement of the particular intervention needed is recorded and will form the basis of the discussions listed in the points below.
- 4.2 This will be in-line with existing performance and review processes as established in our Edge of Care Team, the intervention is reviewed via a Progress Meeting and a Closing Meeting – both of which are attended by the client family.
- 4.3 Performance will also be considered within, the Social Work plan for the child, including relevant meetings, such as Core Group, Child Protection Case Conferences and so forth.
- 4.4 Progress of planned interventions will be discussed within the Contract performance review meetings and where it has been identified that the current planned intervention is no longer appropriate for the child or young person, family or connected carer, the planned intervention will be altered at that point.
- 4.5 The provider may be asked to review the existing individual agreement in partnership with the Local Authority if this is deemed necessary and proportionate to the needs of the individual and family / support network, and in the best interests of the recipients of the service.
- 4.6 As part of the Contract performance review meetings, if it has been identified that the current planned intervention requires the Provider to deliver additional support for the child or young person, family or connected carer, the individual agreement will be altered at this point to reflect the additional support required.

5. Staffing

Unless stated otherwise the requirements listed under this Section is applicable to both Lots.

- 5.1 Staff should be qualified and deemed competent in the appropriate service intervention and suppliers should specify in their tender submission the training and qualifications of their staff team who would be delivering the support and interventions
- 5.2 **Safer Recruitment**
- 5.3 To ensure the Service creates a safer recruitment culture for clients and staff, the following are mandatory requirements:
- (a) A safer recruitment policy is in place including for recruitment of staff at least one member of each interview panel must have undertaken safer recruitment training;
 - (b) The Provider must have effective procedures in place, that are regularly updated and communicated to staff;
 - (c) The Provider must set a code for acceptable standards of behaviour for all staff and ensure this is effectively communicated to staff;
 - (d) The Provider must take seriously all concerns that are raised;
 - (e) The Provider must, on an ongoing basis, increase awareness and commitment to safeguarding across its organisation.
- 5.4 **Supervisory and/or (performance) Management Training**
- 5.5 For those staff who supervise and/or manage other, the additional training is applicable:

Training	Frequency	Core	Additional/ specialist
Supervision training	At least 3 yearly or Refresher training as appropriate	✓	
Performance management and appraisal	At least 3 yearly or Refresher training as appropriate	✓	
Recruitment and selection	At least 3 yearly or Refresher training as appropriate	✓	
Appropriate management and leadership training	At least 3 yearly or Refresher training as appropriate	✓	

- 5.6 Additional specialist training should be provided where this is relevant to meeting the specific needs of the children and young people, their family and support networks within the Service.
- 5.7 The Provider is required to ensure the training and developments needs of staff are reviewed at least annually and new training identified and attended to support continuous professional development and evidence-informed practice.
- 5.8 The Provider is required to ensure all staff have access to professional (performance) management and reflective supervision at a frequency appropriate to the nature and requirements of their role:
 - (a) this supervision enables staff to share thoughts, feelings and anxieties or any vicarious trauma linked to their role and be offered support in applying coping strategies which improve the support of the Young Person;
 - (b) To promote accountability, supervision meetings are properly recorded and the notes kept on file.
 - (c) Any performance issues around capability are sufficiently addressed.

6. Data Protection, Information Sharing and Information Security

Unless stated otherwise, this Section is applicable to both Lots.

- 6.1.1 The Provider will be the data controller for personal data they process for the purpose of providing services under this contract.
- 6.1.2 The Provider will be able to demonstrate that the processing of personal data special category data will be processed in accordance with the requirements under the General Data Protection Regulation (GDPR) and Data Protection Act 2018.
- 6.1.3 The Provider will ensure that any systems used to hold personal and special category data will be secure and that appropriate data protection impact assessments have been carried out where required.
- 6.1.4 The Provider will ensure that they are able to comply with any rights requests made to them under Articles 12 to 22 of the GDPR.
- 6.1.5 The Provider will ensure and be able to demonstrate that they have a records management policy in place which includes information regarding its retention schedule and secure deletion / destruction of data.
- 6.1.6 Only information required to provide the service will be collected and stored in a manner that is compliant with Article 32 (Security of Processing) of the GDPR.
- 6.1.7 It is the Provider's responsibility to ensure that all information held by them remains up to date and accurate and will ensure that mechanisms are in place to rectify any data established to be inaccurate upon a valid request or where it has been identified as inaccurate.
- 6.1.8 Information will be shared via a secure email or telephone between Torbay Council and the Provider. It is expected that the Provider has a secure and encrypted system in place.
- 6.1.9 The Provider will ensure that their retention period for the data that they hold is compliant with current legislation.
- 6.1.10 The Provider will be required, as part of their tender submission, to provide their Data Protection Policy and the following policies unless not extensively described within their Data Protection Policy:
 - Records Management Policy;
 - Information Security Policy;
 - Information Sharing Policy; and
 - Data Breach Policy.

7. Health & Safety

Unless stated otherwise, this Section is applicable to both Lots.

- 7.1 The Provider is required to have a Policy on lone working and will be able to share this as part of their tender response.
- 7.2 All staff working on this Contract who are providing interventions to the Children and Young People must have an up to date Enhanced Disclosure and Barring Service (DBS) check for Adults and Children.
 - 7.2.1 The Provider is required to fully comply with their legal duties under health, safety and welfare legislation to ensure the health and safety of themselves and others that may be affected by their acts or omissions.
 - 7.2.2 The Provider is required to:
 - a) ensure they have the health and safety policies and plans for the service being provided which are necessary and up to date;
 - b) identify a nominated and trained competent person who is responsible for health and safety for the service;
 - c) provide adequate first aid facilities;
 - d) have a formal process to record and track corrective action or risk reduction actions from risk assessments;
 - e) maintain a risk register at all times which are updates on a regular basis, and which may be requested by the Authority at any time;
 - f) have a suitable process for recording and investigating accidents and incidents and that staff understand the 'Reporting of Injuries, Diseases and Dangerous Occurrences Regulations' 1995 (RIDDOR);
 - g) ensure that accidents and incidents are reported correctly and that the Authority is notified in a timely manner should any incidents occur;
 - h) ensure that appropriate checks and inspections are carried out on electrical portable appliances such as user checks, visual inspections and portable appliance testing (PAT);
 - i) ensure that equipment is serviced in line with legislation and manufacturer's instructions;
 - j) have and regularly update policies that protect children, young people and vulnerable adults in accordance with legal and regulatory requirements. This will include Enhanced Disclosure Barring Service (DBS) checks on all persons employed or who work on behalf of the Provider in the delivery of this Contract. All staff working in this capacity will be appropriately trained in protection issues; and
 - k) ensure that there are clear procedures in place to deal with an evacuation or emergency situation that may arise.

8. Invoicing

Unless stated otherwise, this Section is applicable to both Lots.

- 8.1 All payments will be made in arrears upon receipt of a valid invoice.
- 8.2 The successful Applicant must make all invoices payable by Torbay Council with Torbay Council's name and address and marked with senders name and address.
- 8.3 Any subsequent or additional work should be invoiced monthly for payment.
- 8.4 The Authority's settlement terms are 30 days from receipt of the goods and services or the invoice, whichever is the later.
- 8.5 The successful Applicant must always obtain an official Torbay Council Purchase Order number and quote the corresponding number on all invoices.
- 8.6 Invoices must be emailed to the Payments Section directly (in a PDF format). The Payments Section email address is: Payments.Section@torbay.gov.uk
- 8.7 Disputed parts of invoices and invoices not bearing Purchase Order Numbers will not be paid and a corrected invoice will be requested.
- 8.8 Payment will be by BACS and remittance advices will be transmitted to the successful Applicant by email.

9. Added Value

Unless stated otherwise, this Section is applicable to both Lots.

9.1 Further Services Offered

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

9.2 Social Value, Sustainability, Environmental Considerations

9.2.1 The Authority is seeking a Provider who will add value to the Contract by providing additional community benefits which support the Council's ambitions for a prosperous and healthy Torbay, as identified in the Corporate Plan 2019-23:

<http://www.torbay.gov.uk/council/policies/corporate/corporate-plan/>

9.2.2 Applicants should take into account the following key areas in formulating their response:

- a) Have high aspirations for all of our residents and build safer communities:
- b) Support healthy, physically active lives for all
- c) Promote good mental and physical health, reducing the occurrence of preventable illnesses
- d) Reduce reliance on addictive substances
- e) Work with partners to tackle crime, including exploitation and its effects

10. Scope and Nature of Possible Modifications or Options

- 10.1 This Section is applicable across all Lots.
- 10.2 Torbay Council is responsive to newly identified best practice models, therefore if a new best practice model is published and is something that Torbay Council wishes to adopt, when the Framework re-opens, the model(s) will be included within the intervention delivery section under the most appropriate Lot. The costs for this will be based on the Applicant's Pricing Submission as part of the re-opening of the Framework where they are able to deliver the identified new model(s).
- 10.3 Successful Applicants will be required to respond to any and all legislative changes throughout the period that they are a Framework Provider.

11. Awarding the Contract on Behalf of Other Contracting Authorities

11.1 This Section is applicable to both Lots.

11.2 The Authority is not purchasing on behalf of other contracting authorities.