

The ROYAL Borough of Greenwich

DOCUMENT A1.3
SERVICE SPECIFICATION

Contract SPS XXXX

YOUNG GREENWICH
INTEGRATED UNIVERSAL YOUTH SERVICE AND SCHOOL
NURSING 2020 - 2025

APRIL 2019

Contents

1. INTRODUCTION AND VISION.....	4
2 POPULATION AND NEEDS.....	4
3 YOUNG GREENWICH AREAS AND POPULATION	4
3.1 Geography	4
3.2 Population Covered.....	4
4 SERVICE OUTCOMES	4
5 SERVICE MODEL.....	6
5.1 Service Delivery	6
a) Healthy Food, Healthy Weight and Physical Activity Area to include:....	9
b) Risk and Exploitation Area to include:	9
c) Mental health and well-being	9
d) Educational attendance and attainment.....	9
e) LGBTQ.....	10
f) Sexual Health (including the National Chlamydia Screening Programme and Condom Scheme)	10
5.2 Annual Sub-contracting	10
6 SERVICE REQUIREMENTS	11
7 PARTNERSHIPS AND USER INVOLVEMENT.....	12
7.1 Service User Involvement.....	12
7.1 Partnership with Integrated Children’s Centre and Health Visiting Service	13
8 APPLICABLE SERVICE STANDARDS.....	13
8.1 Applicable national standards	13
8.2 Applicable statutory requirements.....	13
8.3 Clinical Governance.....	13
8.4 Entry into service (referral routes).....	14
8.5 Exit from the service (discharge criteria and planning)	14
8.6 Response times	14
8.7 Equality and Equity	14
8.8 Social Value	15
8.9 Risk Management.....	15
8.10 Safeguarding.....	16

8.11	Workforce.....	17
8.12	Workforce Competence	18
8.13	Workforce Development	18
8.14	Record Keeping	19
8.15	Data Collection.....	19
8.16	Information Governance	20
8.17	Health and Safety	20
9	LOCATION OF PROVIDER PREMISES / HOURS OF OPERATION.....	20
9.1	Location of provider premises	20
9.2	Operating hours.....	20
10	TENDER TIMELINE AND TUPE.....	21
11	SERVICE COST	21
11.1	Service Budget.....	21
11.2	Performance Payments	22
11	PERFORMANCE MANAGEMENT	22
11.3	Performance Management.....	22
12	APPENDICES	22

ROYAL GREENWICH CHILDREN'S SERVICES

Service specification

Young Greenwich Integrated Universal Youth Services and School Nursing

1. INTRODUCTION AND VISION

- 1.1 Improving the outcomes and life chances for children aged 5-19 and their families are the core purpose for this contract and all work should explicitly inform this and drive success. A comprehensive and innovative approach to engaging children, young people and their families is key to this work along with early identification of risk, additional needs and support
- 1.2 Royal Greenwich has a rich history and good track record of delivering positive outcomes for children and young people through ambitious strategic partnership plans which focus resources and expertise. The current Children and Young People Plan (2017-20) and the Social Mobility Delivery Plan (2019) both include objectives to support those at risk of poor outcomes based on known and potential factors.
- 1.3 Prevention and intervening as early as possible in the life of the child or at the point an issue is emerging is more likely to achieve good outcomes and work to enable this has consistently been prioritised in Royal Greenwich.
- 1.4 Understanding of the impact of Trauma, Mental Health and Adverse Childhood Experiences (ACEs) should inform all work and as well as knowledge of the communities served to make sure their needs are met; tenacity to sustain engagement is essential and recognised as the cornerstone of this commissioned work.

2 POPULATION AND NEEDS

- 2.1 TBC

3 YOUNG GREENWICH AREAS AND POPULATION

3.1 Geography

TBC

3.2 Population Covered

- 3.2.1 This service will broadly cover two overlapping populations, those residing in Greenwich and those attending state funded schools in Greenwich. The latter population will also include children who are resident within other boroughs.

4 SERVICE OUTCOMES

- 4.1.1 This section sets out the outcomes that the Service will be expected to achieve. The Service includes as a minimum all elements of the Healthy Child Programme (5-19) and

fulfil the key purpose of youth work to *enable young people to develop holistically, working with them to facilitate their personal, social and educational development, to enable them to develop their voice, influence and place in society and to reach their full potential.*¹

- 4.1.2 These will be delivered in a wholly integrated way and resources will be used to achieve these outcomes to meet the needs of children, young people and their families, delivering the maximum possible impact in the most effective and efficient ways.
- 4.1.3 Young Greenwich will adopt a strengths-based approach and focus on developing the skills and attributes of young people, rather than attempting to 'fix a problem'.
- 4.1.4 Universal services are essential for primary prevention, early identification of need and early intervention - universal services lead to early support and harm reduction. Young Greenwich will focus on improving outcomes and reducing inequalities at individual, family and community level

Key service outcomes for children and young people

- adoption of a healthy lifestyle, including healthy food, physical activity and maintaining a healthy weight
- reducing negative risky behaviours, including smoking, substance misuse and alcohol
- achieve sustained improvement in their education and learning enabling them to ultimately progress successfully into sustained employment
- protection from vaccine-preventable disease
- ability to articulate and understand their feelings and emotions and know how to positively respond to challenging and provoking scenarios
- supporting the development and maintenance of a growth mind-set encouraging resilience and positive self –worth²
- understand the consequences of verbal and physical abuse and the adoption of positive behaviour
- development of strong emotional intelligence, empathy and ability to develop positive social networks
- developing social integration skills, including an understanding of 'difference', community and decision-making, citizenship and how to counter anti-social behaviour
- supporting and harnessing aspiration
- understand and act on personal and social issues which affect their lives, those of others and their communities
- recognise and develop positive networks and healthy relationships
- recognise risks to themselves, including exploitation in any form (e.g. child sexual exploitation, radicalisation, domestic violence, involvement in gangs) and act to reduce those risks
- seamless transition and preparation for adulthood including strong financial literacy and independence skills

¹ <http://www.nya.org.uk/wp-content/uploads/2014/06/National-Occupation-Standards-for-Youth-Work.pdf> (2008), p. 4.

² Growth mindset tempers the effects of poverty on academic achievement
<https://www.pnas.org/content/pnas/113/31/8664.full.pdf>

Core principles of Young Greenwich

- Prevention is at the heart of all interactions and ‘making every opportunity count’ is essential during every contact
- Universalism and early intervention evidence-based programmes should be used to meet needs and to ensure that changing needs are identified in a timely way
- Safeguarding is a thread through all of the key outcomes ranging from identification of risk and need, to early help and targeted work, through to safeguarding and formal child protection
- Digital technology and communication is integrated throughout the service
- Needs will be identified in partnership with parents, carers, children and young people using an approach that builds on their strengths as well as identifying any difficulties. Judgement will be used alongside formal screening and assessment tools, including ACEs
- Partnership, integration, communication and multi-agency working are key to improving outcomes

4.1.5 A theory of change approach is required in order to illustrate how the proposed services are linked in respect of meeting the outcomes required.

4.1.6 A list of key outcomes and expected measures are at Appendix X

5 SERVICE MODEL

5.1 Service Delivery

5.1.1 Central to the delivery of this contract is focussed, innovative and intelligence-led practice via an integrated multi-disciplinary team. As a minimum this team will include:

- Designated volunteer lead
- Digital communication/engagement officer/s
- Public health training and support officer/s
- Representatives from partner ‘focused’ services (see below)
- Representatives from partner community organisations
- Youth Workers
- School Nurses
- Service leaders and managers
- Support staff (administrators, premises managers etc.)
- Volunteers
- Well-being coaches

5.1.2 The service will deliver a wide range of community based positive activities and public health interventions. The service will deliver seamlessly in and out of schools with strong pathways for pupils in schools into community based activities and support.

5.1.3 This will be delivered within Schools and through fixed Youth Hubs (3 provided by RBG and at least 1 identified by the Provider) and sub-contracted activities (see below) at sites

across the borough.

- 5.1.4 There is a need to demonstrate how youth workers can be utilised within school settings and school nurses through youth services, as a united integrated service, with a 'back-to-base' approach, ensuring that the team collaboratively own and deliver outcomes, ensuring that the right person at the right time supports the child, young person or family.
- 5.1.5 Interventions will need to be Evidence-based where evidence exists, carefully and insightfully balanced with innovative and creative solutions to tackle the challenges faced by children and young people locally. All interventions will need to be evaluated on a programme of continuous quality improvement
- 5.1.6 The service will form long-term meaningful and trusted relationships through the voluntary engagement of young people. These relationships act as a foundational base from which young people can identify their needs, opportunities and strengths. These can then be used to agree and achieve desired outcomes via social actions activities and discussion. In addition, where appropriate, they can enable work with young people on more specialist issues or referral onto specialist services.
- 5.1.7 The Service will develop safe spaces across the borough through Youth Hubs and partners that enable 'social mixing' by bringing diverse groups together. This work should promote inclusivity and promoting the development of positive communities locally.
- 5.1.8 The Service will deliver an enhanced co-ordinated summer offer that is pro-actively promoted across the borough in advance of the delivery. This summer offer will include at least 40 structured courses, including accreditation opportunities. The programme must partner/sub-contract with organisations to enable opportunities for young people to understand how to achieve in professions they may not otherwise be exposed to, for example courses/sessions at Barrister Chambers or City Firms.
- 5.1.9 The Service will produce an annual service development plan which will identify those key specific actions for the coming year required in order to meet priorities. This should be developed taking into account the learning over the previous year, views of stakeholders including staff and discussions with commissioners.
- 5.1.10 The service will undertake annual well-being checks starting around 9-10 years olds (from school year 5) to 19. These checks are intended to review health, social and well-being needs and implement appropriate interventions/referrals to address need. The identification of Adverse Childhood Experiences (ACEs) will be incorporated into these checks.
- 5.1.11 These checks may be undertaken using a variety of methods, including online, and may be conducted in and out of school settings.
- 5.1.12 The information gathered from the reviews will be recorded and monitored, and be reviewed during the contract and subject to change with agreement between the commissioner and the Provider to reflect priorities and changes.

5.1.13 The service will be required to deliver an enhanced National Child Measurement Programme³. Young Greenwich will be required to measure children in schools at the following points:

- Reception
- Year 6
- Year 8

5.1.14 The service will be required to demonstrate the outcomes from the NCMP, including how the service has engaged, provided support and effectively referred to appropriate services.

5.1.15 Young Greenwich will develop and harness a community and peer approach to deliver outcomes by training young people to become Health Champions through the Royal Society for Public Health- Level 2 Award for Young Health Champions.

5.1.16 The qualification will enable young people to provide peer support through an understanding of the individual and social drivers of healthy and unhealthy behaviours as well as signpost local health services. It will also provide knowledge of a health and wellbeing issue relevant to the learner and develop skills to deliver positive health messages.

Adolescent Services – ‘focused’ services

5.1.17 As part of this contract the Service will be required to partner with at least four contractors to deliver against the ‘focused’ areas, using an integrated service delivery model. These services provide additional resources and attention to key areas, but still must be addressed in the wider universal offer.

5.1.18 The partner agencies must be specialist providers with a track record in a focused area. Interventions will need to be Evidence-based where evidence exists, carefully and insightfully balanced with innovative and creative solutions to tackle the challenges faced by children and young people locally. All interventions will need to be evaluated on a programme of continuous quality improvement

Focused areas

- a) Healthy food, healthy weight and physical activity (including Tier 2 Weight Management Service)
- b) Risk and exploitation
- c) Mental health and well-being
- d) Educational attendance and attainment
- e) LGBTQ (Lesbian, Gay, Bisexual, Transgender and Questioning)
- f) Sexual Health (including the National Chlamydia Screening Programme and Condom Scheme)

³ <https://digital.nhs.uk/services/national-child-measurement-programme/>

a) Healthy Food, Healthy Weight and Physical Activity Area to include:

- training programme to support professionals to raise the subject of healthy weight and have meaningful conversations, to detect unhealthy weight at the earliest possible time
- developing a healthy food offer in youth settings and explore feasibility for a Healthy Youth Club model
- Design and deliver a young people targeted programme for those at risk of obesity focussing on healthy eating and physical activity co-created and delivered by young people
- Design and deliver a weight management programme for young people who are obese with a focus on behaviour change and emotional support
- Design and deliver a weight management programme for families (5-14 years) who are overweight or obese. This will also incorporate a universal programme of healthy eating and increasing physical activity training to partners

b) Risk and Exploitation Area to include:

- A prevention programme addressing children and young people that have experienced Adverse Childhood Experiences (ACEs) and are at increased risk of exploitation and poorer health and social outcomes
- The programme will work in partnership with wider services working with young people to identify those who would benefit from support
- The programme may utilise Cognitive-Behavioural interventions, Trauma Informed and Secure Based Practices in reducing vulnerabilities
- The programme may support young people to know how to identify and prevent being a victim of grooming and exploitation.

c) Mental health and well-being

- Parental offer to manage the early signs of behavioural, emotional and mental health needs in adolescent children
- Help parents and carers develop strategies to confidently and effectively support their children before problems escalate
- Support parents to understand triggers of negative behaviour and their role on being able manage this and encourage positive behaviour
- This may be delivered in through a variety of methods, including group, peer support and digital

d) Educational attendance and attainment

- A prevention programme of work to identify and support children and young people that are at risk of poorer outcomes, before problems have escalated.
- Population and Intelligence-led approaches to provide support and improve engagement and outcomes
- To nurture and harness positive, strong aspirations
- The service must adopt a whole-person approach, identifying and addressing social and health outcomes

- To support the understanding of education as a protective factor for young people and the importance of attendance

e) LGBTQ

- Training programme to deliver SRE and diversity support to primary and secondary Greenwich schools
- Tackling homophobia, biphobia and transphobia in school – Training aimed at school staff and governors that covers different sexual and gender identities, how to challenge discriminatory language and behaviour effectively, what the law says, how to support LGBTQ students, creating an inclusive curriculum and using a whole school approach.
- Policy and procedure development – Support for senior management and governors in reviewing and developing policy and procedures relating to sexual orientation and gender identity.
- SRE Curriculum Development – Support for subject leads in schools to review and develop an inclusive SRE Curriculum.

f) Sexual Health (including the National Chlamydia Screening Programme and Condom Scheme)

- The service will be required to support the delivery of the National Chlamydia Screening Programme, focusing on screening young people aged between 15-24 from the most deprived areas of the borough (IMD intelligence- led screening)
- Deliver a condom scheme for young people, 21 and under, linked to the Greenwich Sexual Health (GSH) programme and brand (focusing on most deprived areas – IMD)
- Promote contraception and LARC (Long Acting Reversible Contraception) to young women and refer (with tracked outcomes) to sexual health services, from the most deprived areas (IMD)

5.1.19 The team will need to have and demonstrate a strong partnership with General Practice, Schools, Alternative Education Provision, Police, RBG, CAMHS, Voluntary and Community Sector and Start Well Greenwich Children's Centres, including referrals.

5.1.20 A comprehensive volunteering programme must be in place, giving children and young people and the local community a range of opportunities to support service delivery. This should support progression opportunities into employment.

5.1.21 Contractor/s will pro-actively and regularly engage in fundraising activities through applications to a range of funders as well as seeking out in-kind donations from local and national organisations / businesses.

5.2 Annual Sub-contracting

5.2.1 As part of this contract the Service will need to hold a ring-fenced budget (minimum of £200k each year) to commission positive activities for specific areas of underrepresentation (geographically and demographically). This is to be done on an annual basis and aimed where relevant at supporting local organisations. The Provider/s and RBG will work together to review areas of underrepresentation through contract monitoring

meetings.

5.3 **Data Curiosity**

- 5.3.1 Providers are expected to approach service delivery with a professional curiosity to understand their impact. This includes how the service can identify, track and measure the difference it makes to the lives of children, parents/carers and families. Providers should pro-actively engage with Commissioners on suggesting and implementing different means of understanding the outcomes achieved. This will range from the use of validated tools to case studies to observations.
- 5.3.2 Where possible partners to look for opportunities to partner with independent organisations (e.g. Universities) to look at how they can support in assessing the impact of delivery.

6 SERVICE REQUIREMENTS

- 6.1.1 Sign up to the Sugar Smart campaign
- 6.1.2 Sign up to the Healthy Work Charter (Greater London Assembly)
- 6.1.3 Maintain You're Welcome accreditation
- 6.1.4 Website and social media platform/s to support the delivery of services and engagement. This should include regular (daily) Young Greenwich tagged social media posting through the Service and/or Partners. A website must be available that contains the latest information of current and planned activities available across the borough and how and where to access them. The Provider must ensure that this information is kept up to date.
- 6.1.5 Staff employed through this contract must be paid London Living Wage
- 6.1.6 Develop and implement a comprehensive staff development and training programme
- 6.1.7 Develop and implement a Workforce development strategy to ensure integration of staff across the partnership.
- 6.1.8 Ensure the Young Greenwich branding is clear across all activities funded through this contract.
- 6.1.9 Staff employed directly under this contract should wear Young Greenwich branded uniforms (e.g. tracksuits) when delivering services unless there are specific reasons where staff members may not want to be identified (e.g. sensitive home visits).

6.2 **Registrations / Enrolment**

- 6.2.1 The provider should aim to register 100% of children resident in the borough and those attending a state funded Greenwich school but resident of another local authority. RBG will provide a registration form that must be used for all services funded under this contract. There will be an opportunity for the Service to help shape this form with the Local Authority.
- 6.2.2 Alongside ongoing registration of young people the provider should work with Children's Centres and Schools at key transition points to drive up registration, including from Nursery to Reception, Year 6, Year 7 and Year 11 to Year 12.

6.2.3 There must be a facility where children and/or parents/carers are able to register with Young Greenwich online. Where provision is delivered that requires enrolment/booking there must be a facility to enable this to be done online. There may be exceptional circumstances where online booking is not encouraged, the Service will agree with Commissioners where they may wish to prevent online bookings before implementing.

6.3 **Children with Special Education Needs and Disabilities**

6.4 The service should be inclusive to those children with special educational needs and disabilities, this includes requirements for:

6.4.1 **Integrated Sessions** – The service will need to deliver integrated sessions (minimum of 4 per week) in Youth Hubs where the sessions have a higher ratio of staff to facilitate a broader range of needs being supported. These sessions should pay particular attention to including SEND-friendly activities such as music therapy, disability friendly dance classes, travel training skills and cooking/life skills sessions.

6.4.2 **Open evenings** – Youth Hubs should hold open evenings at intervals that let parents and young people know what's on offer and also give them a chance to meet staff and be reassured that their/their child's needs will be supported.

6.4.3 **SEND Timetable / Marketing** – Activities should be publicised in a SEND-friendly way. This includes information that enables young people to know what sessions can support their needs and ensure parents/carers are more comfortable knowing their children are receiving additional support. The provider should ensure that the Local Offer is always kept up to date with the latest information on what is being provided.

6.4.4 **Pathway from Targeted Short Breaks** – The provision should develop and maintain a strong pathway for children accessing Targeted Short Breaks to activities delivered under this contract.

6.4.5 **Staff Capabilities** – All staff should feel comfortable working with and communicating to young people with a range of special educational needs and disabilities. This could be achieved through training such as autism awareness, looking at barriers face by those with disabilities and communication training.

7 PARTNERSHIPS AND USER INVOLVEMENT

7.1 **Service User Involvement**

7.1.1 The views of children, parents and carers will directly inform the service offer and delivery.

7.1.2 Each Youth Hub should support a youth forum that meets regularly and can influence the governance of the Hub.

7.1.3 The provider should encourage service user involvement and links to established participation groups including Greenwich Young People's Council and Young Commissioners.

7.1.4 The Service and partners will be expected to demonstrate how they capture the voice of children and young people and how this has influence service delivery each quarter.

7.1.5 Compliments and complaints will be recorded and responded to with learning reflected in the service offer

7.1.6 Children, parents and carers will be regularly involved in evaluation of services and the outcomes of that involvement will impact service delivery

- 7.1.7 An annual satisfaction survey, led by the Local Authority, will be delivered and providers are required to support engagement in engaging parents/carers/young people to complete.
- 7.1.8 Opportunities for young people and parents/carers to volunteer are available and encouraged
- 7.1.9 Encourage children to be involved in participation services

7.1 Partnership with Integrated Children's Centre and Health Visiting Service

- 7.1.1 Families receiving additional support through Children's Centres and where continued support is identified as a need will move into Young Greenwich seamlessly via handover / referral routes.
- 7.1.2 Where there are additional needs, e.g. medical, are identified through the Children's Centre provision Young Greenwich will work the Children's Centre to ensure a smooth handover.
- 7.1.3 Alignment with Quality Assurance Provision (Lot X)

8 APPLICABLE SERVICE STANDARDS

8.1 Applicable national standards

- 8.1.1 Youth Workers should work in line with the latest Youth Work National Occupational Standards.⁴
- 8.1.2 All Youth Workers should have obtained or be working towards a minimum Level 2 qualification.
- 8.1.3 The provider will ensure they comply with the National Institute for Clinical Excellence (NICE) guidelines and requirements

8.2 Applicable statutory requirements

- 8.2.1 TBC

8.3 Clinical Governance

- 8.3.1 The Provider will demonstrate a robust clinical governance framework including:
 - Mechanisms to ensure that treatment is safe, effective and evidence based.
 - Compliance with all relevant national standards for service quality and clinical governance including compliance with the NHS Standards for Better Health Framework and relevant NICE guidelines.
 - The principle of 'best value' through continuous improvement taking into account a combination of effectiveness (successful outcomes), efficiency (high productivity) and economy (costs).
 - Designated clinical leadership and accountability, and clear clinical protocols for clinical staff. Including named, accountable officers.

⁴ <http://www.nya.org.uk/wp-content/uploads/2014/06/National-Occupation-Standards-for-Youth-Work.pdf>

- Ensure staff are appropriately supported and supervised, including clinical supervision for clinical staff.
- Ensure staff are appropriately qualified and experienced for their role and there are sufficient staff to effectively deliver the service and meet the specification
- Implementation of a clinical audit process to review performance and provide a framework to enable improvements to be made.
- Ensure 'Did Not Attend'/'Child not brought' are monitored and actively followed up.

8.3.2 There is a requirement for the system to report against a quality schedule developed by Commissioner to demonstrate compliance with patient safety, clinical effectiveness and patient experience. This includes compliance with core mandatory functions such as:

- Infection prevention and control
- Safeguarding children, young people and adults
- Comprehensive complaints process
- Comprehensive incident and serious incident reporting
- Improvements in patient experience
- Other quality criteria such as Care Quality Commission registration criteria and professional standards relevant to the system.

8.4 Entry into service (referral routes)

8.4.1 The provider/s will use a single referral form that will be developed in partnership between the provider/s and commissioners. The Service should allow stakeholders to complete the form and refer to the Service at a minimum through:

- Online (e.g. webpage/webform)
- Single Email Address

8.4.2 The provider will pro-actively promote how to refer to a range of practitioners, professionals, parents/carers and children.

8.5 Exit from the service (discharge criteria and planning)

8.5.1 TBC

8.6 Response times

8.6.1 All requests and referrals for support should be assessed as soon as practicable and within at least 5 working days

8.6.2 Contacts at key touch points to be delivered as set out

8.6.3 All safeguarding and Early Help referrals shall be made as set out in pan London Child Protection and Greenwich Safeguarding Children Board Procedure and local procedures.

8.7 Equality and Equity

8.1.1 The Provider will demonstrate a commitment to promote equality, value diversity and human rights in all activities

8.1.2 Activities to promote Fundamental British Values will inform strategic planning and operational management and delivery of all work

- 8.1.3 It is the responsibility of the Provider to comply with all current equality legislation and ensure it implements any new equality legislation as it becomes statute and actively meet the requirements of the Equality Duties:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act
 - Advance equality of opportunity between people who share a protected characteristic and those who do not
 - Foster good relations between people who share a protected characteristic and those who do not
- 8.1.4 Active promotion and awareness raising of equality issues will be threaded through the service offer and there will be robust challenge of any discriminatory behaviour
- 8.1.5 Service users will be supported to feel included in services
- 8.1.6 Individual needs will be met through conversation and understanding and not assumption

8.8 Social Value⁵

8.8.1 The Royal Borough is utilising the Public Services (Social Value) Act 2012 to deliver on its commitment to making the most out of every 'Greenwich Pound' spent and also, improve the wellbeing of its residents. As such, we are embedding a social value approach to our commissioning and procurement activities. Social value can mean different things/outcomes to many organisations, but here in Greenwich, our definition of social value is- outcomes offered by a contractor as additional benefits over and above the core requirements. This means a social value offer from a potential supplier should not add cost to the tender price. To ensure the social value delivered through our commissioning and procurement activities addresses the real economic, social and environmental wellbeing needs of the residents, the social value outcomes sought in contracts are intrinsically linked to the 8 corporate themes of the council as listed below:

1. a healthier Greenwich
2. a safer Greenwich
3. a great place to grow up
4. delivering homes through economic growth
5. a cleaner, greener Greenwich
6. economic prosperity for all
7. a great place to be
8. a strong, vibrant and well-run borough.

8.9 Risk Management

8.9.1 The Provider will ensure that there are robust processes, working practices and systematic activities that prevent or reduce the risk of harm to service users and staff. The Provider will, as a minimum, ensure that:

- They adhere to the Greenwich Safeguarding Children Board procedures for the Reporting and Management of Serious Incidents and have robust processes in place to support the reporting and review of all incidents at the earliest opportunity. This will

⁵ **Social Value Act: Information and Resources** <https://www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources>

include the documentation, investigation and follow up with appropriate action of all incidents.

- There are robust policies, processes, working practices and systematic activities that prevent or reduce the risk of harm to clients and staff.
- There is a robust risk assessment process in place for clients which is regularly reviewed and updated. Any identified risk will inform risk management plans which will contain clear and appropriate actions to minimise risk.
- Processes are in place for any staff member to raise concerns in a confidential and structured way
- That an effective complaints procedure for service users is in place, in line with the current Complaints Procedure guidance, to deal with any complaints in relation to the provision of the system, which is available for audit.
- The system participates in any multi agency investigations into incidents and/ or serious case reviews and develops the service to incorporate lessons from serious case reviews in Royal Greenwich and other areas

8.9.2 Self-audit around internal risk management and safeguarding processes are performed at least annually

8.9.3 Lone working policies are in place and regularly reviewed, involving key staff to make sure they are experience led and support the workforce

8.10 Safeguarding

8.10.1 The provider will be required to have in place safeguarding arrangements that reflect the importance of safeguarding and promote the welfare of children and vulnerable adults, including:

- A clear line of accountability for the provision of services designed to safeguard and promote the welfare of children.
- A culture of listening to children and parents taking account of their wishes and feelings, both in individual decisions and the development of services.
- Clear whistleblowing procedures which are regularly reviewed as well as a culture that enables issues about safeguarding and promoting the welfare of children and vulnerable adults to be addressed.
- Arrangements which set out clearly the processes for sharing information, with other professionals in compliance with Working Together and Greenwich Safeguarding Children Board (GSCB) guidance and procedures.
- A designated named person / s for safeguarding. Their role is to support other professionals in the service to recognise the needs of children and they should be given sufficient time, supervision and support to fulfil their responsibilities effectively.
- Safe recruitment practices for individuals whom the organisation will permit to work regularly with children and vulnerable adults.
- New staff should receive a comprehensive induction to the service which has a safeguarding focus and all staff to take part in safeguarding training that is appropriate to their role, this include volunteers.
- The provider will make sure that their staff are competent to carry out their responsibilities for safeguarding and promoting the welfare of children.

- The Provider will have in place Did Not Attend Guidelines / Contact Policies and Procedures to help staff follow up those children and families who do not attend appointments or fail to engage.
- Clear policies, in line with those from the GSCB for dealing with allegations against people who work with children, must be in place and regularly reviewed. Such policies should make a clear distinction between an allegation, a concern about the quality of care or practice or a complaint. An allegation may relate to a person who works with children who has:
 - behaved in a way that has harmed a child, or may have harmed a child;
 - possibly committed a criminal offence against or related to a child; or
 - behaved towards a child or children in a way that indicates they may pose a risk of harm to children.

8.10.2 The Provider will ensure that all staff are aware of their responsibilities to take action to keep children and adults safe. This includes carrying out their duties in a way that is consistent with legislation, national guidance and the Greenwich Safeguarding Children Board and Safeguarding Adults Board Procedures.

8.10.3 The Provider will ensure all relevant staff are able to participate fully in safeguarding meetings, protection planning and core groups.

8.10.4 The Provider will ensure all staff are kept informed of the outcomes of Serious Case Reviews and Learning Reviews and will implement recommendations as required.

8.10.5 The Provider will undertake yearly safeguarding audits to demonstrate that they comply with the arrangements set out above.

8.11 Workforce

8.1.7 Staff working in this contract will be paid at least the London Living Wage and will not be engaged on zero hour contracts

8.11.1 Staff will hold appropriate contracts based on their job role

8.11.2 Use of bank staff contracts must be discussed with the Local Authority

8.11.3 The Provider must develop an integrated management and staffing structure, with strong professional and strategic leadership for children. This structure should clearly demonstrate how all elements of the contract will work together.

8.11.4 The Provider will develop a healthy workforce and a workforce that promotes good health by using the workplace to promote and support good health and wellbeing of employees.

8.11.5 The Provider must be committed to achieving the London Healthy Workplace Charter⁶

⁶ <https://www.london.gov.uk/what-we-do/health/priority-areas/healthy-workplace-charter>

8.11.6 The Provider should also review its workforce to ensure that it is representative of the demographics of the population it serves and work to address any gaps in underrepresented groups.

8.11.7 The commitment to supporting and developing the volunteer workforce should be in keeping with the above

8.12 Workforce Competence

- All staff involved in the delivery of the service have the skills, knowledge, experience and relevant professional qualifications to undertake their duties and are competent to provide the aspects of the service for which they are responsible for.
- All staff, as appropriate will be trained and supported to deliver the requirements as set out in section 6.1 – Service Requirements
- Appropriate arrangements are in place for reviewing, maintaining and updating workforce skills and knowledge.
- Staff are compliant with all relevant legislation.
- Where relevant, all staff will have up to date professional registration and that they work within their respective Codes of Professional Conduct and professional standards of their appropriate Royal College or Professional Association at all times.
- All staff will receive regular line management supervision and clinical supervision where appropriate from a competent supervisor.
- All staff will receive mandatory training on safeguarding children and adults, information governance, health and safety, risk management, equality and diversity.
- All staff will receive an annual performance review/appraisal and will be able to demonstrate mechanisms to address under-performance.
- The provider will ensure that Nurses are appropriately trained i.e. School Nursing (SCPHN)
- All staff working with children and young people are trained to deliver brief oral health messages (provided by the Oral Health Promotion Team on a rolling basis)
- All staff working with children and young people are adequately trained to be able to offer clear and concise LGBT guidance
- All staff are trained and competent to deliver brief advice to parents and children on healthy living (including stopping smoking, healthy eating/weight, physical activity and alcohol consumption)
- All staff receive disability awareness training or disability specific training.

8.13 Workforce Development

8.13.1 The transition to a fully integrated service will require a focus on change management, positive communication and a comprehensive review in the knowledge and skill-set of the workforce.

8.13.2 The Provider will demonstrate investment in the training and development of the workforce and develop a workforce development strategy that will ensure staff and management working within the service work as an efficient team.

8.13.3 The workforce development strategy will include:

- Whole service team building and development
- Annual staff training needs analysis.
- Annual staff well-being survey
- Development programmes including on-going training, peer review and bespoke programmes based on needs of the service
- Updates on new legislation and best practice.
- Workforce induction.

8.14 Record Keeping

8.14.1 In line with contractual requirements, the Provider will ensure that robust systems are in place to meet the legal requirements of the General Data Protection Regulation 2018 and the safeguarding of personal data at all times.

8.14.2 In line with the above and following good practice guidance, the provider will have agreed data sharing protocols with partner agencies including other health care providers to enable effective services to be provided to children and their families.

8.14.3 The provider will supply a system to maintain appropriate records and enable high quality data collection to support the delivery, review and performance management of services. Data returns will be made as appropriate to HSCIC.

8.14.4 Records should be consistent with NHS and Local Authority requirements.

8.14.5 Details of family support casework will be recorded on the system which records the child's health record

8.15 Data Collection

8.15.1 Commissioners will have access to all data collected by the provider in line with GDPR, service user consent and any other relevant data protection legislation to allow discussions regarding service developments and performance.

8.15.2 Data pertaining to demographics (ethnicity, age, gender, post code, religion) and protected characteristics will be collected and shared with the commissioner.

8.15.3 The provider should ensure that all necessary consent forms are completed in order to share information with the commissioner.

8.15.4 The Provider will have an integrated approach to data systems allowing access to all staff involved in the delivery of services so that service users need only 'tell their story once'.

8.15.5 The Commissioner shall act reasonably in requesting additional or ad hoc information. The Provider shall provide requested additional or ad hoc information as soon as practicable.

8.16 Information Governance

8.16.1 Data will be obtained, stored, shared and processed in accordance with the General Data Protection Regulation 2018.

8.16.2 Information sharing protocols are consistent with guidance from the local Caldicott Guardian.

8.16.3 The Provider will have a clear confidentiality/data handling policy, which is understood by all members of staff. The policy should be presented and clearly explained to all clients both verbally and in writing.

8.16.4 The Provider will develop clear information sharing protocols with partner agencies and robust case management and information management tools to enable the wide sharing of information. The Provider will ensure that data which is collected is accurate, reliable and able to support performance management and the assessment of need in the borough.

8.16.5 The Provider will ensure that all processes and systems for information processing and sharing are informed by the NHS information governance requirements.

8.17 Health and Safety

8.1.8 The Provider will ensure that all premises and equipment used for the provision of the service are at all times suitable for its delivery and sufficient to meet the reasonable needs of clients

9 LOCATION OF PROVIDER PREMISES / HOURS OF OPERATION

9.1 Location of provider premises

9.1.1 A schedule of properties (3 Youth Hubs) the provider will be responsible for and operate from is at Appendix E

9.1.2 Services should be delivered in additional local venues particularly to support the engagement of young people borough wide.

9.2 Operating hours

8.1.9 The service should be available for a minimum of 50 weeks a year

8.1.10 The service should be built around the needs and views of those accessing the service. Provision delivered within the community should focus of providing support outside of

school hours (in particular after school and weekends). The provider should aim to run activities from the Youth Hubs:

- During school term time from after school until late
- During weekends
- During school holidays

8.1.11 In order to maximise use of the facilities the service should encourage the use of the building by organisations delivering provision that supports the outcomes of the service.

8.1.12 During periods where activity in Hubs is limited (e.g. school hours), the Provider should consider:

- The use by schools for their children
- The use by parents/carers to receive support around parenting
- Income generation opportunities

8.1.13 Planned closures of Youth Hubs for more than 3 consecutive working days must be approved by the Local Authority

8.1.14 The Local Authority, commissioners and the Families Information Service, must be advised of any emergency closures.

10 TENDER TIMELINE AND TUPE

10.1 Information on current staff working within the Services will be provided as part of the tender documents. The Provider/s will be responsible for ensuring any relevant liaising with existing providers on determining those staff included within the transferring group.

10.2 For further information please see ACAS TUPE guidance - www.acas.org.uk/tupe.

11 SERVICE COST

11.1 Service Budget

11.1.1 The breakdown of the Budget is set out below:

Area	Annual Budget
Young Greenwich (Universal Youth Service and School Nursing)	£2,370,649
Healthy food, healthy weight and physical activity (including Tier 2 Weight Management Service)	£335,000
Risk and exploitation	£250,000
Mental health and well-being	£250,000
Educational attendance and attainment	£250,000

LGBTQ (Lesbian, Gay, Bisexual, Transgender and Questioning)	£32,000
Sexual Health (including the National Chlamydia Screening Programme and Condom Scheme)	£100,000

11.2 Performance Payments

- 11.2.1 No performance payment will be applied in year one of the contract to support focus on mobilisation. In subsequent years, 95% of the annual contract value will be issued with and the remaining 5% subject to the achievement of performance payment indicators.
- 11.2.2 The performance payment indicators will be established based on discussions between commissioners and contractors
- 11.2.3 The performance payment indicators may change year to year

11 PERFORMANCE MANAGEMENT

11.3 Performance Management

- 11.3.1 Providers will be expected to use outcomes measurement tools/frameworks for their services, staff and sub-contractors. They must demonstrate how the voice of the child and the voice of the parent and carer inform their quality improvement
- 11.3.2 Providers will be expected to submit:
- Quarterly reports on finance and outputs
 - Quarterly returns on complaints, compliments, suggestions for changes in services from service users and responses made to these
 - Quarterly returns on outcomes achieved
 - Case studies to evidence the impact of services on children and families
 - Quarterly returns on premises management activities including compliance with Health and Safety Executive requirement as well as repairs and other maintenance
- 11.3.3 The Local Authority will conduct at least 1 site visit a year. Commissioners will undertake case audits and safeguarding audits during the life of the contract.

12 APPENDICES

Appendix A – TBC