

Service specification for Care Service to Children in Residential Homes



Part 1

Introduction

Cheshire East Borough Council Children and Families Department has an exciting opportunity for a Supplier of residential children's care to support the Council with its continuing journey to improving outcomes for our cared for children and young people.

The Council is seeking a Supplier, for the care and support to our cared for children and young people within residential settings. This service will provide care to five separate homes within the Borough of Cheshire East, with two of the homes currently within the Macclesfield locality, a further home is based within Crewe. It's the Council's intention to establish two further homes within the Crewe area. The accommodation for the three existing Children's Homes will be provided by Cheshire East Council and leased to the successful Supplier following a re-tender exercise. The two new two bed properties in the Crewe area will need to be sourced and managed by the successful Supplier.

The composition of the five homes will be as follows:

- Home 1 (existing) with 3 beds within Macclesfield (Registered for EBD)*
- Home 2 (existing) with 4 beds within Macclesfield (Registered for EBD)
- Home 3 (existing) with 3 beds within Crewe (Registered for EBD, LD and Physical Disability) *
- Home 4 & 5 (new) with 2 beds each within Crewe (to be Registered as EBD and the ability to utilise 1 bed in each home for emergency)

**The above homes have the option of providing one additional bed each and as such are registered as 4 bed units with Ofsted*

The additional two homes in Crewe will be within close proximity to each other. The care and support within these homes will work closely and in conjunction with the CEC Social Care, CEC therapeutic services and/or other Cheshire East based partner agencies to provide intensive support to the child/young person. This wrap around support will be formalised via a Service Level Agreement with the successful supplier.



Cheshire East Context

Cheshire East local authority encompasses the major towns of Crewe and Macclesfield and a number of smaller towns including Wilmslow, Congleton, Sandbach and Nantwich. The population is around 363,800. Ambition for All – Cheshire East Community Strategy 2010 - 2025 describes the area as being relatively prosperous and a good place to live with 85% of residents saying they are satisfied with their local area. Employment rates are high and residents' earnings are around 9% higher than the national UK average. Despite the relative affluence of the local authority

area, around 6% of neighbourhoods fall into the top 20% most deprived in England (Indices of Multiple Deprivation). Nine out of the fourteen lower super output areas are in Crewe with others located in the towns of Macclesfield, Congleton and Wilmslow. A total of 22,700 people live in these areas including 6,500 children and young people.

There are 42,500 households with 83,200 children aged (0-19 years) of these 44,000 young people aged between 11 and 19 living in the borough. Young people's educational attainment is generally good; the number of young people achieving 5 or more GCSEs grades A*-C including English and Maths is consistently above national averages. The majority of young people make successful transitions from school into college, work or training and the numbers of young people that are NEET have been lower than regional and national averages over the past few years.

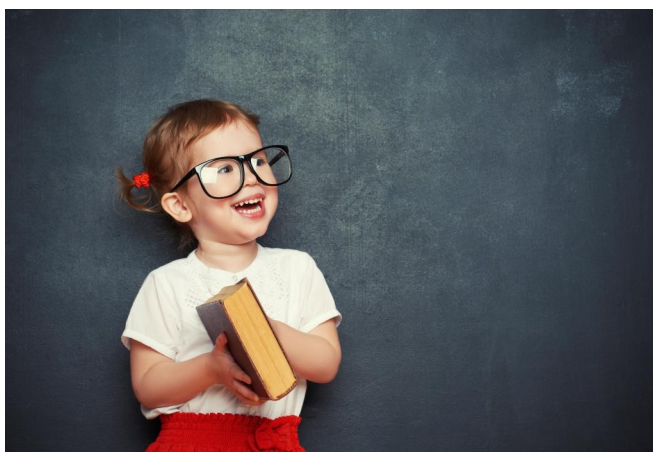
Cheshire East Cared for Children

As at June 2016 there are 400 children and young people who are cared for with around 10% placed in residential children's homes. There are 268 children and young people subject to a child protection plan and 1133 children in need.

The Council Corporate Plan

The Council will work towards this 4 Year Plan (2016 to 2020) that focuses on:

- **Communities** – helping residents to help themselves and each other. Supporting volunteering and minimising antisocial behaviour.
- **Economy** – encouraging and supporting businesses to create high employment and opportunities for all.
- **Education** – supporting residents early to provide a great start in life.
- **Environment** – helping energy saving initiatives and making sure our green spaces make Cheshire East a great place to live.
- **Health** – safeguarding the vulnerable and providing appropriate care that helps people live well and for longer.



Further information can be found by following the link:

http://www.cheshireeast.gov.uk/council_and_democracy/your_council/council_finance_and_governance/cheshire_east_budget/cheshire_east_budget.aspx

Putting Residents First

Putting Residents First is about really listening and understanding what residents and businesses need and responding appropriately to provide the best possible **Service**.

- This requires **Flexibility**, which means us all adapting quickly to changing circumstances and learning together from our experiences.
- **Innovation** is about us being creative in our thinking and the way we approach our work and challenging convention where this no longer seems appropriate.
- Taking personal **Responsibility** is at the heart of our values in delivering what we promise, and ensuring efficient use of resources, whether this is our people, funding, processes, information or technology.
- Bringing this together is **Teamwork**, respecting and working well with others to collectively achieve the best outcomes for residents and communities.



The Council is rapidly changing and delivering more than ever before and our values reflect what we collectively believe will stand us in good stead in the years to come.

Putting Children and Young People First

Cheshire East Council Children and Families Department are committed to shaping our services with the voice of the child embedded within all our practices and services, as such has developed the following strategies and plans to support and continue to develop this ethos.

Children and young people's plan



The new children and young people plan for 2015-18 has been agreed. The priorities for the new plan are to ensure:

The CYP Plan Priorities are:

1. Embedding listening to and acting on the voice of children and young people throughout services (same as having a voice)
2. Ensuring frontline practice is consistently good, effective and outcome focused (feeds into feel and be safe)
3. Improving senior management oversight of the impact of services on children and young people
4. Ensuring the partnership effectively protects and ensures good outcomes for all children and young people in Cheshire East (feeds into feel and be safe)



Further information can be found from:

http://www.cheshireeast.gov.uk/children_and_families/childrens_trust/childrens_trust.aspx

Corporate Parenting Strategy 2015 to 2017

This strategy is informed by cared for children and care leavers. The outcomes and priorities identified are those which our cared for children and care leavers have said they feel will make the greatest difference to their lives.

The Corporate Parenting Guide can be found at:

http://www.cheshireeast.gov.uk/schools/school_governors/cared_for_children_-_governors.aspx

'The Pledge' and the 'Care Leavers Charter' set out the promises that Cheshire East has made to cared for children and care leavers based on what they have told us is important to them.



The new pledge
(scroll version).pdf



Charter for Care
Leavers Oct13.pdf

Participation Strategy

We want Cheshire East to be a great place to grow up and all children and young people to have a great childhood. We know from our work to develop the Children and Young People's Plan that children and young people in Cheshire East are keen to be involved in considering the important social issues affecting them and their community and offering solutions, and we are passionate about the improvements that can be made when they get involved in decision making and community life.

Through this strategy we aim to raise the profile and benefits of participation, to introduce a common and consistent approach and give all our young citizens the inspiration and confidence to get involved.

The views of young people who currently live in our children's homes have been included in this specification.

The Participation Strategy can be found by following at:

http://www.cheshireeast.gov.uk/children_and_families/childrens_trust/childrens_trust.aspx

The National Context

At the time of writing, the Government has started to utilise the recommendations of Sir Martin Narey's review of residential child-care. Recent government strategies 'Putting Children First' and 'Keep on Caring' place great emphasis on cared for children experiencing stability and feeling safe and secure and also supporting young people from care to independence. The Local Authority will expect that the successful supplier of our five Children's Homes will participate fully in the innovation programme surrounding 'Staying Close'. Generally we would expect that the successful bidder and Cheshire East Council will work together to ensure that any significant strategies / legislative changes are included in the development of the service.



The functions of Local Authorities in relation to Children who are looked after by them are set out in the Children Act 1989 as principally amended by the Children (Leaving Care) Act 2000, the Adoption and Children Act 2002, and the Children and Young Person Act 2008, and the associated regulations and guidance in relation to those functions.

Local Authorities have statutory duties in relation to the protection, accommodation and care of Children, which are that:

Every Council shall provide accommodation for any Child in need within their area who appears to them to require accommodation as a result of: -

- there being no person who has parental responsibility for him;
- him being lost or having been abandoned; or
- the person who has been caring for him being prevented (whether or not permanently, and for whatever reason) from providing suitable accommodation or care.

The Children's Home (England) Regulations 2015 are underpinned by a set of key principles, which are:

Children in Residential Care should be loved, happy, healthy, safe from harm and able to develop, thrive and fulfil their potential.

Residential Care should value and nurture each Child as an individual with talents, strengths and capabilities that can develop over time.

Residential Care should nurture positive relationships, encouraging strong bonds between Children and Staff in the Home on the basis of jointly undertaken activities, shared daily life, domestic and non-domestic routines and established boundaries of acceptable behaviour.

Residential Care should be ambitious, nurturing Children's school learning and out –of-school learning and their ambitions for their future.

Residential Care should be attentive to Children's needs, supporting emotional, mental and physical health needs, including repairing earlier damage to self-esteem and encouraging friendships.

Residential Care should be outward-facing, working with the wider system of Professionals for each Child, and with Children's families and communities of origin to sustain links and understand past problems.

Residential Care should have high expectations of Staff as committed members of a team, as decision makers and as activity leaders. In support of this, Children's Homes should ensure all staff are engaged in on-going learning about their role and the children and families they work with.



Residential Care should provide a safe and stimulating environment in high quality buildings, with spaces that support nurture and allow privacy as well as common spaces and spaces to be active.

The Children's Home (England) Regulations 2015 set out nine standards ("the Quality Standards") that must be met by the supplier of Cheshire East Children's Homes. The Quality Standards describe outcomes that each Child must be supported to achieve while living in a Children's Home and are:

- The quality and purpose of care standard
- The children's wishes and feelings standard
- The education and learning standard
- The enjoyment and achievement standard
- The health and well-being standard
- The positive relationships standard
- The protection of children standard
- The leadership and management standard
- The care planning standard

Guidance and Regulations

The Service is expected to be provided in line with the following Statutory Policies, Guidance and Frameworks (this list is indicative for guidance only and is not exhaustive and subject to change)

Children Homes (England) Regulations 2015
Care Standards Act 2000
Health and Social Care Act 2012
The Children Act 1989 amended 2004
Children and Families Act 2014
Human Rights Act 1998
Working Together to Safeguard Children 2015
UN Convention on the Rights of the Child (Article 12)
Health and Safety at Work Act
Equality Act 2010 amended (2016)
Data Protection
Freedom of Information legislation



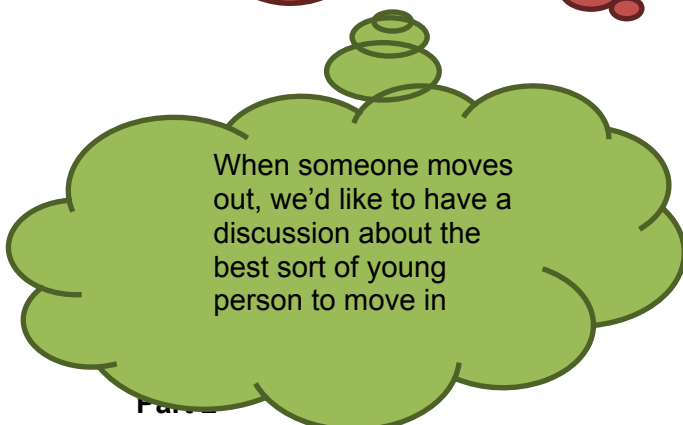
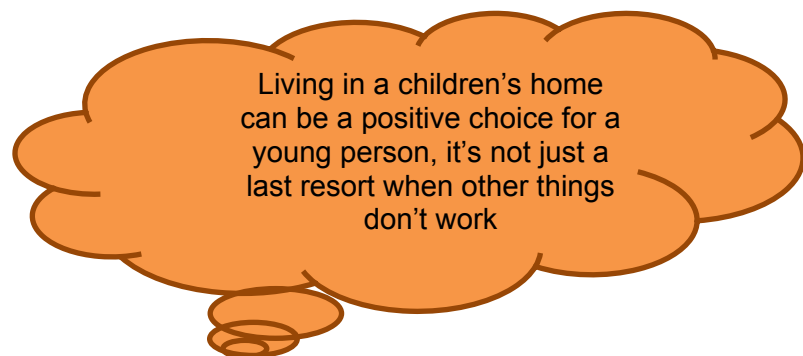
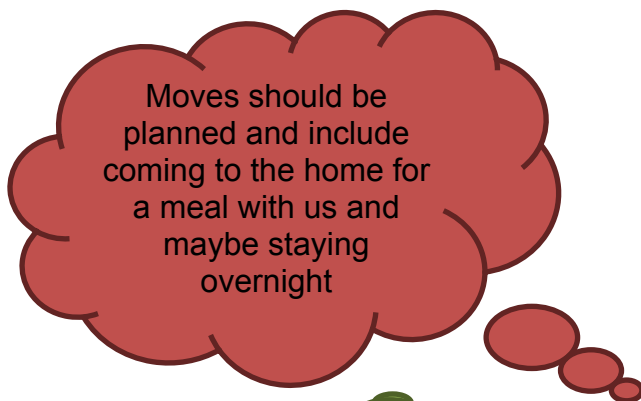
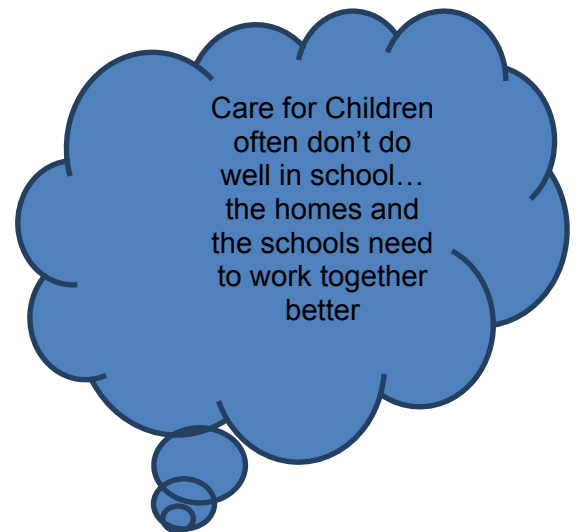
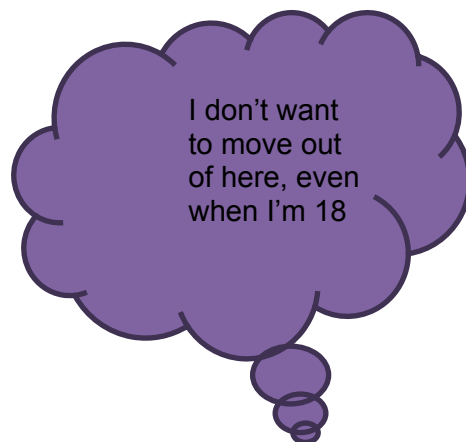
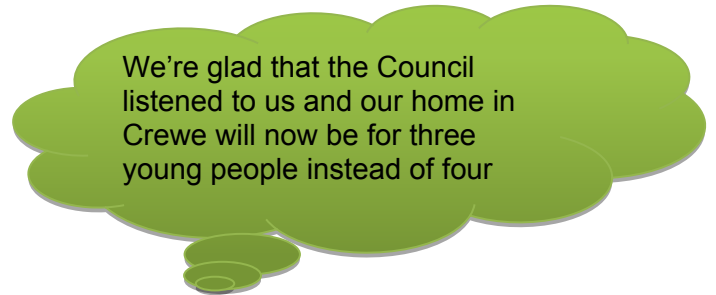
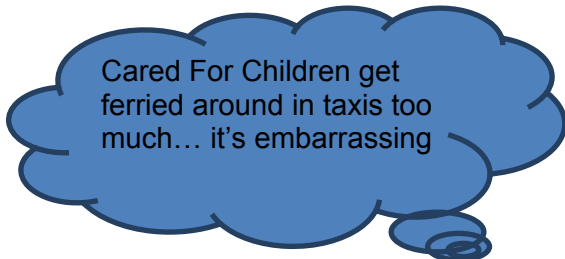
The Supplier shall work together with the Council to ensure compliance with the above, ensure monitoring of standards; and work

towards continuous improvement.

What our cared for children tell us about living in residential care

It is important that the successful supplier takes account of the current views of our children and young people when shaping the service from April 2017 and also continues to develop services in line with their views and aspirations.

Whilst generating this specification we met with a small group of our children in residential care and they provided the following feedback:



The Service

The children who use our Residential Service will have experienced multiple rejections and exclusion in their lives. They will all have experienced significant abuse and harm at various levels and, as a result, most will display behaviours which will test the boundaries of others. As such the Supplier must have the experience and knowledge to adapt to the challenges of providing a service that strives to gain the best outcome for the cared for children and young people within the home/s.

The service will need to meet the Children Homes (England) Regulations 2015 and its obligations to the regulator Ofsted. However, the Council is seeking a Supplier who will strive to exceed these standards providing a service that can be flexible, innovative to ensure that it meets the needs of the child/ young person placed within the home.

As the Supplier you will be acting as the Corporate Parent for all the children and young people placed within the five homes, as such the Council will expect the service to have a culture that is centred on the child/young person, their development and personal interests. As a 'parent' you will listen and hear what the child/young person is telling you, support their personal interests by using your knowledge and skills to guide and support them to develop to their best potential. This child centred approach could include for example; staff attendance at a school assembly, sporting and/or other activity/event where the child is participating or supporting them to access a hobby or interest.

All of the homes must provide accommodation, care and support for 365 days of the year, 24 hours a day. The homes are spread across the borough and will have a range of young people in residence with an individual needs and behaviours.

An appropriate level of prevention and intervention is expected using appropriate tools for each young person, taking into account their personal and individual needs and historical background.

The service must have a strong ethos, culture and high expectations regarding education, training and employment working positively with the young people to access opportunities that support them to develop and reach their full potential and personal aspirations in all areas of their life.

Each young person privacy and confidentiality should be respected where appropriate; such as staff knocking on the child/young person's bedroom door and gaining permission before entering the room.

To provide children and young people with the opportunity to enjoy growing up in Cheshire East and having an enjoyable childhood.

The Service must be:

Reliable - Children/Young People need to be able to depend on the Service. The Service shall be delivered as specified and not changed or discontinued without the written agreement of the Council. It must be a robust service which is able to withstand the demands made upon it.

Flexible - The Service shall be capable of responding to the individual Children/Young Person and their changing needs, recognising that provision may need to be adapted to meet a range of complex needs.

Sufficient - The Service shall be sufficient to enable the Children/Young People to live an ordinary and fulfilling life and be part of an overall network of support.

Co-ordinated - Services should be co-ordinated and adopt a multi-agency approach.

Placement Matching and Referrals to the Service

Referrals and admissions will be negotiated between the Supplier and the Cheshire East Service Manager with responsibility for oversight of the project. Following the receipt of appropriate referral information, the Supplier will complete an impact risk assessment to show how matching to the other young people in placement will be addressed and managed. Admissions will be managed in such a way as to ensure that placement stability and sensible levels of occupancy are maintained.

It is expected that as now, the three and four bedded homes will only accept planned admissions whilst the two bedded homes will be registered to accept emergency placements.

Services we expect for our children and young people

For the duration of the accommodation for all children and young people accommodated within the home/s must be provided with 24 hour care, support and accommodation. This must be within a safe environment that is tailored to the individual needs of the child/young person.

Each child/young person placed within the home must also be provided with the following items, subject to emerging needs of the individual child/young person.

All day to day clothing, general sport clothing and school uniforms

Any replacement specialised clothing requirements

Equipment and Resources

Individual sport and/or hobby equipment should be made available within reason e.g. tennis racket, football, books.

The child/young person should be encouraged and supported to access activities for example; dancing, drama, brownies.

The child/young person should have access to a computer that is linked to the internet, to support homework/education purposes. Appropriate safeguards and ICT controls are required to the internet browsers. The computer should be located in a quiet place.

Glasses and Contact Lenses

Glasses and/or contact lenses will be supplied subject to the required needs of the child/young person as prescribed by an optician.

Toiletries and Cosmetics

All toiletries and cosmetics, including skin and hair care products are to be provided; this includes specialised products according to heritage needs.

Regular hair maintenance including hair cuts

Religious and Heritage

Resources and equipment that develop the child/young person with their individual talents and life chances.

Day school outings and visits should be supported, alongside school books and learning equipment.

Pocket Money

Each young person will have an individual weekly allowance which is reviewed on a regular basis. This should be no less than the Council recommended amounts.

Where the young people have a mobile telephone this should be funded from any pocket money allowance.

Each young person must have a bank account in their own name or be supported to open an account.

Birthdays, Festivals and Gifts

Each child and young person will have an allocated amount and these rates will be recommended by the Council.

The Supplier will ensure that each child and young person is involved in the decisions around the gifts, birthdays or festivals.....

Telephone calls

Young people should be able to access a telephone to call family members as agreed with the Council. Telephone calls to friends should be allowed within reason.

Access to a telephone for the young person to call professional and other services should be unrestricted including to Childline and Ofsted.

Accommodation

The Supplier will ensure that the home maintained and kept in a clean and presentable order this includes the exterior and gardens. The Supplier is expected to ensure that all utility and council tax bills are paid in full quarterly and all required insurances for the properties are obtained and renewed annually.

Transport

The Supplier will be required to transport young people to school, to/from contact meetings, school/educational events and/or hobbies/activities.

The Supplier must ensure that the staff and vehicle used meet with the legal national requirements including:

- The Driver (staff member) must have a valid driving licence
- The Driver (staff member) must have valid Business Insurance
- The vehicle must be taxed, have a valid MOT and required insurances as stated above.

Education, Training and Employment

The Supplier will allocate a member of staff to each young person, who will liaise and work with schools to ensure that the young person is supported to integrate within the education community. This staff member must take an interest in the young person's school work, school activity and homework. Where the young person is experiencing difficulties in attending school and/or meeting the requirements with additional study/homework the allocated worker will work with the school and the young person to address these issues.

Each young person will be encouraged to be fully involved within their education planning including their Personal Education Plan (PEP) and their annual review and any transition plan. A copy of the PEP should be kept within the young person file.

The Supplier will be expected to monitor the school attendance of the young people within the home. Where there is an identified frequent and/or persistent absence they will notify the social worker of these concerns.

Where young people are at risk of exclusion and/or those with poor attendance shall be actively supported to remain in education/training.

The Supplier will work in partnership with the Council, Virtual Schools team and young person to access alternative provision that allows them to reach their full potential. However, the Supplier will continue to work diligently with the young person to return to school at the earliest opportunity

Where English is not the first language, the young person will be supported to access services that allow them to learn English as an additional language. The Supplier should seek links with groups that allow the young person to retain and develop their first language outside of the home.

Care Plans

Every child/young person placed within the home the Council will provide an up to date Care Plan, this will include Outcomes that the Supplier should endeavour to support the child/young person to work towards and develop.

Any alterations to the Care Plan should be after consultation and agreement of the Council, the care Plan must not be changed without the Council permission.

The Supplier must ensure that every child/young person has a copy of their Care Plan, which is available to them in a format suitable to their needs.

The successful Supplier will be instrumental into working with children and young people placed within the home(s) that will encourage and support children and young people remaining within a successful permanent family environment placement. .

Placement Plans

Every child/young person will have a Placement Plan that is up to date and continually reviewed. Where possible it should be coproduced with the child/young person and include all actions required by other agencies

Service Availability

The service must be available 365 days/24 hours per day, and staffed appropriately with trained and vetted staff members.

Preparation for Adulthood

Offer individual programmes that prepare the young person for independent living and adulthood, and develop their life skills and abilities e.g. budget management, meal preparation.

Staff should encourage and support activities such as gaining work experience and building C.V's to prepare those young people who aim to seek employment on leaving education.

Assist the young person's search for suitable jobs and access further training/education. Support should be offered for preparing for interviews and writing applications.

Young people should be encouraged to manage their own finances and ensure that as much freedom is given in making decisions about spending pocket money, allowance and earnings. This will include assisting the young person set up bank and saving accounts.

Each young person will be supported in conjunction with the Council to source suitable accommodation when they leave care.

Emotional Health and Wellbeing

The Supplier will be expected to respect the differences of the young people including their ethnicity, gender, language, religious beliefs, sexual orientation and cultural heritage, and support the development of positive identity.

Service planning and delivery must include varied and appropriate activities which help achieve the best outcomes for each individual young person.

Each young person will be supported to identify activities and resources of a diverse range including leisure activities and out of school provisions that are available outside of the home.

Each home should have a range of newspapers, magazines, toys, games and music available for the young people to use, having regard for their own interests and wishes.

The Supplier will ensure that all children within the home are registered with a local GP, dentist, optician and any other relevant health service. Children must be encouraged to attend routine health checks.

Children and young people will be supported with activities that promote and support mental health, providing the young people with coping strategies and skills to manage their emotions and build resilience.

The staff must be competent and skilled to be aware of the early signs of smoking, alcohol and substance misuse. As such take timely action to address these risk taking behaviours.

Children and young people must be supported to understand healthy relationships, sexual health, sexual relationships, sexually transmitted infections and unplanned pregnancy this should be tailored to the child's age and understanding.

Healthy eating and activity should be encouraged and the staff should be able to identify the early signs of eating disorders.

Cheshire East has a Children and Families Support Team that works to promote and support the emotional and mental health needs of Cared For Children which includes an embedded CAMHS worker; we expect that there will be a close working relationship between this service and the homes to ensure that the mental health needs of our young people are appropriately addressed. Where necessary, this will also include working alongside Cheshire East CAMHS more directly.

Contact with Relatives and Friends

Practical support shall be provided to the young person to assist them with contact to maintain meaningful relationships with parents, carers, family members and where appropriate friends. Staff within the home should room where the young person may have contact and meet in private with relatives.

Contact arrangements between the young person and their family should not be restricted unless by written agreement of the Council or Courts.

Where contact arrangements are to be supervised within Children/Family Centres the Supplier will be expected to transport the child/young person to and from the meeting.

Discipline and Behaviour Management

Cared for Children may encounter difficulties in their developmental cycle which will require sensitive and responsive services to address their needs. Often such children will display difficult, risk taking and challenging behaviours that may include violence or aggression.

- Many of our children initially use challenging behaviour as a mean of communication.
- Many of our children do not have an ability to understand the cause and effect of challenging behaviour/s on others.

Any display of violent and aggressive behaviour should not be seen in isolation, but in the context of the child or young person's life, it is expected that the Supplier use a 'child-centred' approach that is consistently applied.

The Supplier should encourage children and young people to present themselves positively in all social settings both inside and outside of the home. The home should have an ethos that is inclusive that tackles bullying and discrimination with a zero tolerance approach; this includes children, staff and/or visitors to the home.

Rules and permissions shall be decided on an individual basis taking into account the age of the child, risk factors and behaviours. However these should be set to allow children/young people to progressively develop their independence in a safe and informed manner.

Staff should work with other partners, professionals and services to give guidance and support to the child/young person to reduce and/or prevent offending behaviour and its consequences.

The home/s should have suitable policies and procedures in place for Behaviour and Risk Management, for de-escalation strategies and especially where 'physical intervention' has been implemented.

Record keeping and the monitoring of disciplinary measures to monitor compliance with policies and procedures is essential to identifying patterns of incidents leading to disciplinary and/or physical intervention. These records will be regularly reviewed with the Supplier to ensure that the support and or changes to the care planning for the individual child/young person are adjusted and implemented.

Youth Offending and Anti-Social Behaviours

Criminalisation of cared for young people is something that the Council is committed to reducing. Recognising behaviours and patterns where the young person is displaying risk taking activities should be actively managed and discouraged. The Supplier will work cohesively with the Council and Police to actively manage any young person's behaviours that could potentially become a criminal offence.

The Council has a 10 point checklist (Appendix A) that must be completed by the Supplier and circulated to the child or young persons Social Worker and Youth Offending Team where an offending incident occurs within a Children's Home. This is specifically targeted at children and young people over the age of 10 years of age. This will serve to improve joint agency protocols regarding offending by Children in Care and effectively manage the short and long term impact on children when an incident occurs.

Where the young person has committed an offence the Supplier should support the young person rehabilitation, this will include:

- Attendance to Police stations
- Attendance to programmes and projects
- Attendance at court
- Source suitable legal representative
- Collect them from venues and bring them back to their placement

Missing from Home

Where a child/young person is missing from the home the Supplier shall notify the Social Worker or Emergency Duty Team. The Supplier should take all action that could be reasonably expected of a parent under similar circumstances, including:

- Searching for the missing child/young person
- Reporting the missing child to the Police
- Act to obtain information on their whereabouts
- The collection and return of the missing child when the location becomes known if reasonably practicable

Advocacy and Independent Visitors

All of our cared for children and young people have access to CEC Advocacy and can request to have an Independent Visitor. Information on these services should be made available within the home for the young people.

An Advocate will attend each home on a regular basis to hold an open clinic for the placed child/young person.

Recruitment, Retention and Vetting of Staff

In 2008 the previous Government published the 2020 Children and Young People's Workforce Strategy. The Strategy set the vision that everyone who works with children and young people should be:

- ambitious for every child and young person
- excellent in their practice
- committed to partnership and integrated working
- respected and valued as professionals

The aim of the Strategy was to ensure that members of the workforce have the skills and knowledge to do the best job they possibly can to help children and young people develop and succeed across all the outcomes.

The Supplier shall ensure that the delivery of the Service emulates the 2020 Children and Young People's Workforce Strategy by being planned, delivered, monitored and evaluated by appropriately qualified, competent, experienced and confident staff. Workforce development, training and supervision appropriate to individual and staff group duties must be available to staff to ensure a high quality and safe service.

The Supplier is responsible for ensuring that it employs staff for the Service who have been subject to the following:

- The Staff group shall so far as is possible reflect the diversity of society and provide positive role models for all Children/Young People in terms of special needs including any disability; age; religion; racial origin; sexual orientation, culture and language and generally comply with the Equality Duty.
- The Supplier must develop clear, written job descriptions and person specifications for all posts to be established for this service. The Supplier may be required to supply copies of these documents to the Council and is expected to take reasonable note of any observations which the Council has.
- The Supplier must put in support mechanisms that provide staff with regular supervision, training and development. Other supports services, for example, mentoring, counselling and buddy scheme should be on offer to staff.

Vetting

The Supplier will ensure that all staff are satisfactorily checked through the Disclosure and Barring (DBS) formally known as Criminal Records Bureau (CRB) and that repeat checks are made in line with current regulations. Staff should also be advised that all service posts are exempt from the Rehabilitation of Offenders Act 1984 and therefore all convictions, spent or otherwise, must be declared and that an enhanced check will be carried out with the Criminal Records Bureau by the Supplier.

The Supplier will obtain a minimum of two written references for each member of staff employed at the Service, one of which must be from a previous employer, and one verbal

reference. Where staff have had previous employment in a care related field references should be sought from all previous employers.

Absence Management

Arrangements for covering staff absences must be factored into the core staffing capacity and the service should not be reliant on staff working overtime, or the use of agency staff other than for exceptional unplanned staff shortages.

The Supplier shall ensure that sufficient resources of trained and competent staff are available to cover all vacancies, holidays or staff sickness which may arise. The Supplier will also be expected to manage any changes to working patterns brought about by the European Working Time Directive and ensure that the staffing structure is Working Time Directive compliant.

Training

The Supplier shall ensure all staff employed within the service receives in-service training to enhance individual skills and to keep staff up to date with professional and legal developments for example:

- CSE
- Safeguarding

Supervision

The Supplier shall ensure that all staff understands to whom they are accountable and staff shall be provided with regular supervision by appropriately qualified and experienced staff in accordance with the Supplier's Supervision Policy.

Safeguarding

Suppliers(s) will ensure services comply with safeguarding procedures outlined by Cheshire East Council through the Local Safeguarding Children Board:

<http://www.cheshireeastlscb.org.uk/professionals/procedures-and-guidance.aspx>

The operational policies of Suppliers will address the following:

- Safe provision and storage of medication
- How to make a referral under safeguarding procedures
- How to raise a concern in relation to domestic abuse
- How to report and respond to safeguarding concerns about the practice of staff or volunteers
- Set out how they will manage a complaint investigation and how the learning will inform practice and continuous development of the service
- Set out how the management and reporting of Sudden Unlawful Deaths and the reflective learning from such events informs future practice and continuous service development

Supplier (s) will be responsible for informing the commissioner of their practice through routine contract monitoring arrangements or earlier where it relates to a critical incident and

or is deemed to be an emergency that warrants this step as a matter of urgency.

The safeguarding of children and must underpin all practice and Suppliers are expected to adhere to relevant legislation and guidance

Safeguarding Children and Young People

<https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>

as well as statutory responsibilities within 1989 and 2004 Children Acts, critically:

“ Local agencies, including the police and health services, also have a duty under section 11 of the Children Act 2004 to ensure that they consider the need to safeguard and promote the welfare of children when carrying out their functions.

Under section 10 of the same Act, a similar range of agencies are required to cooperate with local authorities to promote the well-being of children in each local authority area (see chapter 1). This cooperation should exist and be effective at all levels of the organisation, from strategic level through to operational delivery. Professionals working in agencies with these duties are responsible for ensuring that they fulfil their role and responsibilities in a manner consistent with the statutory duties of their employer. ”

Cheshire East Local Safeguarding Children Board have policies that must be adhered too and evidenced within suppliers own policy, practice documents and records. The primary principle[s] here is that suppliers have robust policies, practices and pathways in place to escalate matters should this be required, therefore being able to: **Recognise, Respond, Record, Recruit Safely and Risk Assess well in respect of service user wellbeing and safety.**

Compliance with Local Safeguarding Children's Board's policy, procedures and protocols which must be regularly audited (including case recording audit) by the supplier. Suppliers are required to complete annually the self assessment as set out in the Safeguarding Standards for Children at risk.

The Safer Recruitment and selection of Staff, and Volunteers must be robust and include appropriately the undertaking of Disclosure and Barring Scheme enhanced checks [DBS]. If these checks reveal information which would make the person unsuitable for work with children or vulnerable adults the supplier shall not employ or otherwise use such persons in any way.

Workforce training on the prevention of abuse and safeguarding practice as well as domestic abuse must be given to all employees as a part of their induction and continued professional development.

The Supplier will identify a named safeguarding lead. The 'named' safeguarding lead will have arrangements in place to ensure they are able to access enhanced safeguarding advice, support and knowledge.

The successful supplier and their safeguarding lead must have in place:

- Clear referral and access criteria and documented pathways;
- Arrangements for the management of escalating risk;
- An information sharing and confidentiality policy in place that is clear regarding when, legally, information can be shared without consent and explains service users' rights and responsibilities;
- A risk assessment process that accounts for a history of abuse and the person's

- vulnerability to abuse, including predatory behavior or sexual vulnerability
- A Quality Audit / Performance Monitoring system for safeguarding activity, that complies with contract and safeguarding performance reporting / monitoring requirements
- A clear process for reporting and managing allegations in relation to a member of staff or volunteer.

The service must immediately notify the Commissioner of any improper conduct by any of its staff or by one service user towards another, in connection with any part of this contract.

Note examples of improper conduct of staff or Volunteers include:

- Neglect / Acts of Omission / self Neglect - Causing harm by failing to meet needs e.g. ignoring physical or medical care needs, withholding food, medicines, failure to provide adequate supervision
- Physical - Hitting, pushing, slapping, and using inappropriate physical restraint, burning, drowning, and suffocating, withholding medical care, feigning the symptoms of ill health or deliberately causing ill health.
- Sexual - Sexual activity of any kind where the vulnerable person does not or is not able to give consent.
- Psychological - Including verbal abuse, humiliation, bullying and harassment. Persistent emotional ill treatment, cyber-bullying, seeing or hearing the ill-treatment of others, Domestic Abuse (see the below section)
- Discriminatory abuse - Treating a person in a way which does not respect their race, religion, sex, disability, culture, ethnicity or sexuality.
- Organisational abuse - Where routines and rules make a person alter his/her lifestyle and culture to fit in with the institution.
- Financial - Taking money and/or property without permission. Using pressure to control a person's money/property/ benefits. Taking or offering any financial inducements.
- Modern Slavery / Trafficking – Smuggling is defined as the facilitation of entry to the UK either secretly or by deception (whether for profit or otherwise). Trafficking involves the transportation of persons in the UK in order to exploit them by the use of force, violence, deception, intimidation, coercion or abuse of their vulnerability.
- Radicalisation - is a process by which an individual or group comes to adopt increasingly extreme political, social, or religious ideals and aspirations that (1) reject or undermine the status quo or (2) reject and/or undermine contemporary ideas and expressions of freedom of choice.

Any staff member who is the subject of allegations must be suspended from providing any services under this contract until the matter is resolved to the satisfaction of the Commissioner. Where appropriate a report should be made to the local authority – for those working with children and young people to the LADO [Local Authority Designated Officer].

Suppliers will ensure that they have mechanisms in place to fulfil their duty with regard to the Independent Safeguarding Authority where they have dismissed an individual, or an individual has resigned, because they harmed or may harm a vulnerable person.

Consideration of subsequent reporting to professional registering bodies will also be needed e.g. GMC, NMC.

CEC Consent and Confidentiality and Information Sharing

The Supplier will adhere to CEC Consent and Confidentiality and Information Sharing Protocols and Policies provided within the link below:

http://www.cheshireeast.gov.uk/children_and_families/common_assessment_framework/consent_information_sharing.aspx

Continuous Improvement

The Supplier will develop an annual improvement plan to be submitted to the Council in the last quarter of each contractual year.

As part of the continuous improvement process the Supplier will be expected to work collaboratively with not only the Council but also partner agencies. The Supplier will attend quarterly review meetings to support the on-going collaborative links that will ensure that this Service is successful.

Through the contract management process we are looking to drive forward innovative ideas and better working practices.

The Service Specification is flexible so it can be developed over the period of the contract. The Council will work with the Supplier to target resources more effectively and to make sure all resources continue to be focused on agreed priorities.

The Supplier will be expected to meet any changes to the National Minimum Standards set by the regulator Ofsted.

Monitoring and Performance Management

Monthly Operational Meeting

The Registered Managers will be expected to attend monthly Operational meetings to review the current placements, referrals, matching and admissions to the service.

Quarterly Performance

The Supplier will be expected to submit a quarterly monitoring report to the Commissioners at least 10 working days before the Quarterly Performance Meeting.

The submitted return will need to contain details on the following criteria:

Key Performance Indicators (KPI's)

KPI Reporting Details	Target (minimum standard)
Occupancy Rates	95%
Recruitment and Retention Staff	95%
Induction and core training and development of staff	100%
Ofsted Rating Based on Full Inspection Report*	Good
Safeguarding Concerns are actioned/reported	100%
Placement Stability	2
Further Quarterly Report Information	
Continuous Improvement	
Service efficiency	
Participation - Voice of the child	

** Ofsted ratings and Inspection Information (If any home falls below a good rating at full inspection then the supplier will be required to produce an action plan and return to good or outstanding within an agreed timescale. If the timescale is not met CEC will consider issuing a formal improvement notice via contractual terms and conditions)*

Service Outcomes

	Describe how you have embedded listening to and acting on the voice of children and young people throughout services (same as having a voice)?
	<p>Inputs:</p> <p>Outputs:</p> <p>Outcome: e.g 100% of children are confident that they have been listened to and their concerns actioned.</p>
	How are you ensuring frontline practice is consistently good, effective and outcome focused (feeds into feel and be safe)?
	<p>Inputs:</p> <p>Outputs:</p> <p>Outcome:</p>
	Improving senior management oversight of the impact of services on children and young people
	<p>Inputs:</p> <p>Outputs:</p> <p>Outcome:</p>
	Ensuring the partnership effectively protects and ensures good outcomes for all children and young people in Cheshire East (feeds into feel and be safe)
	<p>Inputs:</p> <p>Outputs:</p> <p>Outcome:</p>

Appendix A

10 Point Checklist

1	Disciplinary Policy of Children's Home? <i>Copies of the behaviour management policy and the 'joint agency protocol regarding offending by children in care' are available on request.</i>	
2	Why have the police been involved and is it agreed in the policy?	
3	Any informal action / disciplinary action already taken?	
4	Any apology / reparation?	
5	Victim's views? <i>Willingness to attend court, engage in a restorative intervention?</i>	
6	Social worker's views? <i>The views of the key worker, social worker, YOT or CAHMS workers involved with the young person on the effect of potential criminal justice system intervention.</i>	
7	Care Plan for Child in Care? <i>What is the plan regarding their placement? Is it permanent / long term? What additional support does the young person receive eg education, CAMHS, YOT?</i>	
8	Recent behaviour / incidents re child in care? <i>Including those of a similar nature, historical relationship between young person and victim, setting the offence into context.</i>	
9	Information about incident from child in care (interview or other?) <i>Will be gathered from police interview.</i>	
10	Aggravating or mitigating factors? <i>CPS / Police to complete this section.</i>	

Appendix B

Allowances and Expenditures - Holidays and Activities

- General maintenance including food, accommodation and related costs
- Normal replacement of clothing
- Pocket money
- Normal transport associated with any child living within a family including to and from a local school
- A limited amount of assessment of the child
- Some contact with parents, siblings and relatives
- Attendance at review meetings etc.
- Involvement in clubs and activities
- Keeping a record of events and memories about the child for the child

Rates as at April 2015

Age	Birthday Allowance	Festival Allowance	Holidays Allowance	Clothing Allowance
0 – 4	£137.20	£137.20	£342.95	£278.0
5 – 10	£156.52	£156.52	£391.30	£371.00
11 – 15	£194.53	£194.53	£486.33	£565.00
16+	£236.67	£236.67	£591.60	£565.00