



Department for Community and Children's Services

Specification for Services

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Introduction

This core specification outlines the mandatory requirements for all services which are commissioned to deliver services for Adults within the City of London Corporation. This specification and the services commissioned are the responsibility of the Corporation's Department of Community and Children's Services. The department has a significant role in working with the City's communities to support, safeguard and plan for the future. Our vision and strategic objectives reflect our continuing journey towards delivering effective, relevant and reliable services and support the Corporation's vision and aims.

Section 1 About the City of London

- 1.1 The City of London is both the historic and geographic heart of the capital bordered by seven central London boroughs. At just over one square mile in size it is the world's leading international financial centre with more than 6,000 businesses, and is also an important visitor destination and transport hub.
- 1.2 The City has a resident population of 8,760¹, found in densely populated pockets of the Square Mile. This resident population, found within 4,400 households, has grown slowly over last decade, but is projected to grow more rapidly to reach 9,190 by 2021. In addition to those who live permanently in the City, there are also 1,400 people who have a second home in the Square Mile.
- 1.3 The City of London is easily accessible and well connected. The majority of our service users live close to our boundaries with the London Boroughs of Camden, Islington, Hackney and Tower Hamlets. Many of our current service providers also deliver contracts in these areas

Age

- 1.4 Compared to Greater London there is a greater proportion of people aged between 25 and 69 and fewer young people resident in the City.

¹ ONS mid-year population estimates 2015 (latest figures)

Only 10 % of households have children compared to around 30 % for London and the rest of the country. Average household size in the City is the lowest of all local authorities in England and Wales with 56 % of households comprising of one person.

1.5 The chart below outlines the City's population in age groups.

Age	City Population 2015	% of Population 2015
0-4	411	4.69 %
5-9	301	3.44 %
10-14	250	2.85 %
15-19	247	2.82 %
20-24	567	6.47 %
25-29	973	11.11 %
30-34	1032	11.78 %
35-39	619	7.07 %
40-44	632	7.21 %
45-49	708	8.08 %
50-54	615	7.02 %
55-59	553	6.31 %
60-64	492	5.62 %
65-69	474	5.41 %
70-74	295	3.37 %
75-79	244	2.79 %
80-84	161	1.84 %
85-89	123	1.40 %
90+	63	0.72 %
Total	8760	100.00 %

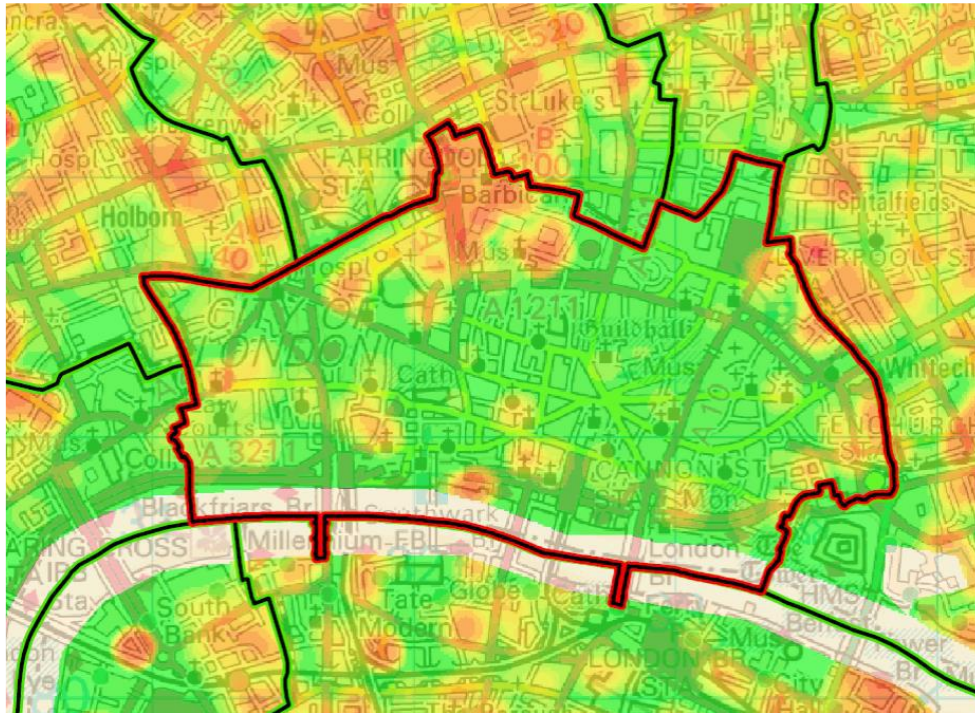
Figure 1 Source: ONS mid- year 2015 population estimates for local authorities

Ethnicity

1.6 The City's population predominantly self-identifies as white (79 %) with the second largest ethnic group self-identifying as Asian (13 %) – a group that includes Indian, Bangladeshi and Chinese populations and which has grown over the past decade. The proportion of the City's population who self-identify as black is smaller in comparison to both the London wide population and that of England and Wales.

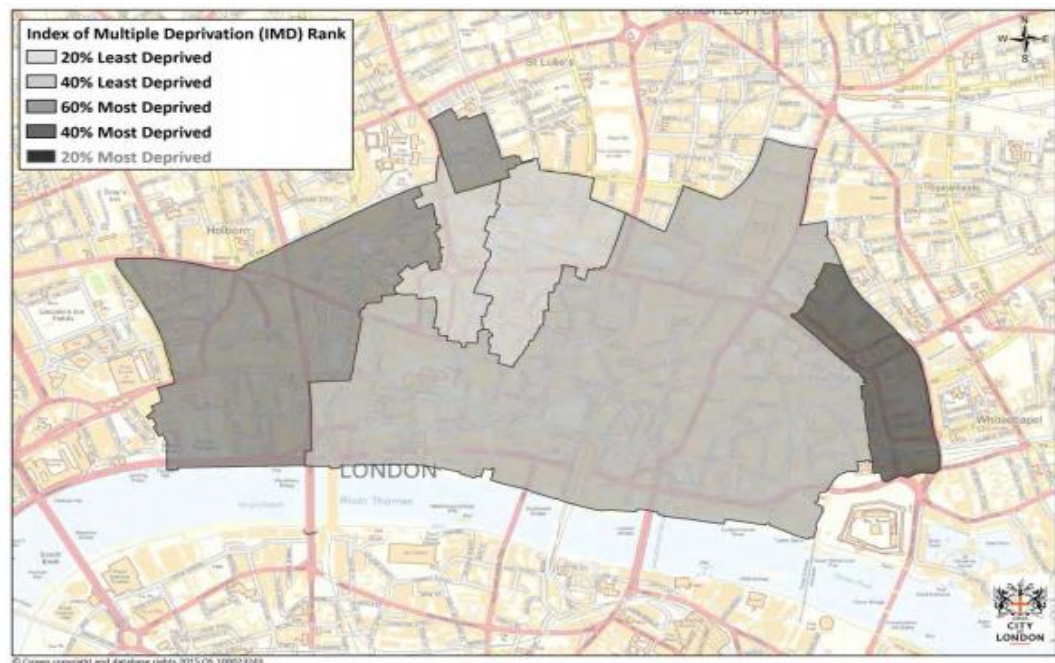
Housing and deprivation

1.7 The map below represents the 'hotspots' where our residential housing is located across the City.



Map 1: Residential hotspots, City of London

- 1.8 Whilst most of the City of London is relatively affluent, there are pockets of deprivation, as the index of multiple deprivation (Map 2) demonstrates.



Map 2: Rank of IMD Quintile, City of London

Values

- 1.9 Our commitment to our residential populations is important and incorporated into our vision from the City of London Corporate Plan

(2015–19), namely “The City of London Corporation will support, promote and enhance the City of London as the world leader in international finance and business services, and will maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.”

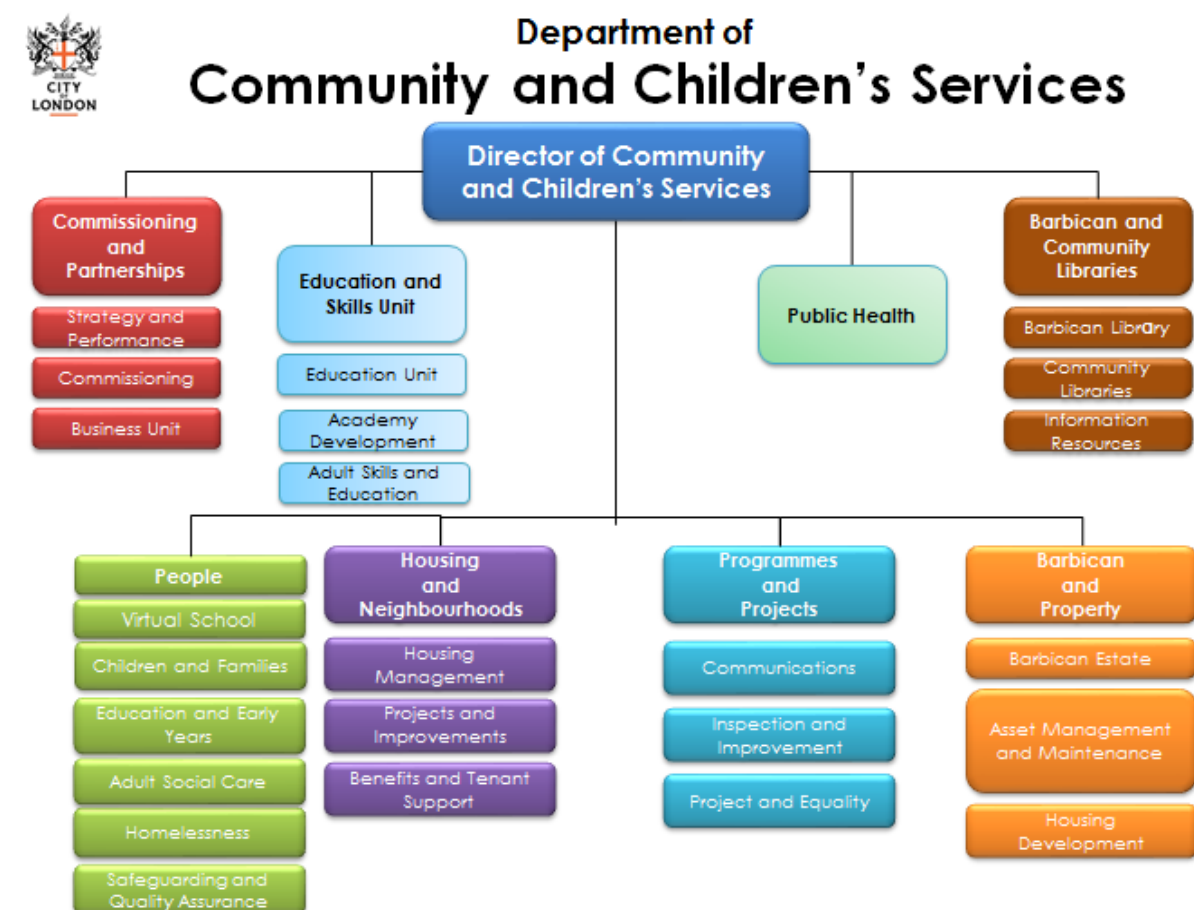
1.10 The following three statements form the Core Values of the City of London Corporation as specified in the Corporate Plan. Our values inform the way we work, what we do and how we do it:

- The best of the old with the best of the new
Securing ambitious and innovative outcomes that make a difference to our communities whilst respecting and celebrating the City’s traditions and uniqueness, and maintaining high ethical standards.
- The right services at the right price
Providing services in an efficient and sustainable manner that meet the needs of our varied communities, as established through dialogue and consultation.
- Working in partnership
Building strong and effective working relationships - both by acting in a joined-up and cohesive manner, and by developing external partnerships across the public, private and voluntary sectors - to achieve our shared objectives.

1.11 Many of the services provided by the Corporation are funded from our own resources, at no cost to the public, and benefit London and the nation. More information is available on our website <http://www.Cityoflondon.gov.uk>

Section 2 About the Department for Community and Children's Services

- 2.1 The Department for Community and Children's Services (DCCS) covers a wide remit of services which include housing, education, social care, public health and libraries. The structure chart below describes the teams and service areas that sit within the department.



Business plan and Outcomes framework

- 2.2 Local drivers that inform service priorities and delivery include the City of London Corporate Plan, and the Department of Community and Children's Services Business Plan 2017-22.
- 2.3 The Department has developed an Outcomes framework which identifies five priority themes by which progress will be tracked and measured by. We will expect our service providers to align themselves to delivering our vision and, through their delivery, demonstrate how they are helping us to meet our five priority objectives.

Priority objective 1: Safe	Outcomes:
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<p>People of all ages live in safe communities, safe and well maintained accommodation and estates are protected from harm</p>	<ul style="list-style-type: none"> • children and adults with additional needs are protected from harm, abuse and neglect • the impact of homelessness is minimised, and homelessness is resolved and prevented • residents live safely, and feel safe, in their homes and on our estates • tenants and leaseholders live in well maintained homes and estates.
<p>Priority objective 2: Potential People of all ages can achieve their ambitions through education, training and lifelong-learning</p>	<p>Outcomes:</p> <ul style="list-style-type: none"> • children and young people in the communities we serve have the best start in life and realise their full potential • young people and adults are better educated, more skilled and maximise their capabilities
<p>Priority objective 3: Independence, Involvement and Choice People of all ages can live independently, be active in their communities and exercise choice over their services</p>	<p>Outcomes:</p> <ul style="list-style-type: none"> • people in the communities we serve have control and choice over their care and support • people are able to maintain independence for as long as possible and can access appropriate support when they need it
<p>Priority objective 4: Health and Wellbeing People of all ages enjoy good health and wellbeing</p>	<p>Outcomes:</p> <ul style="list-style-type: none"> • health inequalities in our communities are reduced • residents and workers live healthier lives • tenants and leaseholders live in well-maintained and managed homes and estates • the delivery of sexual health services to Londoners is transformed
<p>Priority objective 5: Community People of all ages feel part of, engaged with and able to shape their community</p>	<p>Outcomes:</p> <ul style="list-style-type: none"> • people live in sustainable, resilient and cohesive communities, where they feel socially included • the communities we serve are consulted and co-produce the services we deliver for them

More information on the Department can be found on the City of London Corporation's website

Section 3 Service offer to City of London's Communities

Care and support

- 3.1 We support people on a long term basis who may otherwise have had difficulties with normal daily tasks, from washing and cooking to socialising with friends and family. Over time we have witnessed an increase in requests requiring a higher level of support and for a longer time period.
- 3.2 The City Corporation is committed to help people remain in their own home as long as possible to help them regain their independence. This included providing equipment for a short period or advice on health care.
- 3.3 The City Corporation does not have residential or nursing homes within the Square Mile, so we arrange access to this accommodation in our neighbouring boroughs. We work with those boroughs, and London-wide groups, to ensure we secure value for money and are not disadvantaged by our size.
- 3.4 We support people with long term mental health or memory and cognition needs and commission a range of youth services and support services
- 3.5 More details of our service offer can be found at:
<https://www.cityoflondon.gov.uk/services/adult-social-care/Pages/default.aspx>

Health

- 3.6 For health purposes, the City of London Corporation is linked to Hackney through the City and Hackney Clinical Commissioning Group, but has its own Health and Wellbeing Board. The Corporation has responsibility for local public health. The Health and Social Care Act requires that the Corporation promote the health and wellbeing of people who live or work in the City.
- 3.7 The City and Hackney Public Health team produce the Joint Strategic Needs Assessment (JSNA) which includes chapters which outline the wider determinants of health relevant to children and young people. The JSNA and associated chapters can be found here:
<https://www.hackney.gov.uk/jsna>
- 3.8 The data and recommendation laid out in the JSNA has been used to develop the Joint Health and Wellbeing Strategy. The strategy identifies

the following priorities to improve health and wellbeing in the City of London:

- Priority 1: Good mental health for all
- Priority 2: A healthy urban environment
- Priority 3: Effective health and social care integration
- Priority 4: Children have the best start in life
- Priority 5: Promoting healthy behaviours

- 3.9 The City of London has one GP practice in the Square Mile – the Neaman Practice. However over 25 % of our residents are registered at GPs in other boroughs, including 16 % registered with GPs in LB of Tower Hamlets.
- 3.10 Through commissioned independent research, the City Corporation has identified loneliness and social isolation as a growing issue for our residents. We have launched a Social Wellbeing Strategy which will develop a number of interventions with individuals and communities to reduce loneliness and increase participation. See info at <https://www.cityoflondon.gov.uk/services/health-and-wellbeing/healthy-living/Pages/social-wellbeing.aspx>

Housing and Homelessness

- 3.11 The corporation is a social landlord. The Corporation has two housing estates in the Square Mile at [Golden Lane](#) and [Middlesex Street](#); and also manages 10 other estates situated in six different London boroughs.
- 3.12 We have produced a Housing Asset Management Strategy which sets out our vision for housing in the City and our estates in neighbouring areas from 2015 – 2020. We will use our strategy to help us deliver the following key priorities:
- increase the supply of homes
 - provide homes that are secure, can be economically heated, are free from damp and can be adapted to accommodate changing needs
 - continue to implement the Decent Homes Standard and enhance this standard by developing a new City of London Housing Standard
 - develop and deliver a new letting standard to all empty properties
 - deliver value for money across capital investment, responsive repairs and the re-letting of empty properties
- 3.13 Our location, size, population and boundaries inform the nature of the City Corporation's homelessness challenge. Homelessness and housing needs arise among the City's resident population and its working population. Many who are already homeless, particularly those who

sleep rough, come to the City's streets drawn by the busy transport hubs or quieter night-time environment of the non-residential areas. The most harmful and most obvious manifestation of homelessness is rough sleeping. However, the City Corporation also assist households who are homeless (but not street homeless) or who are threatened with homelessness.

3.14 The City Corporation Homelessness Strategy 2016-2019 sets out the challenges and how we will meet them within 5 five priorities:

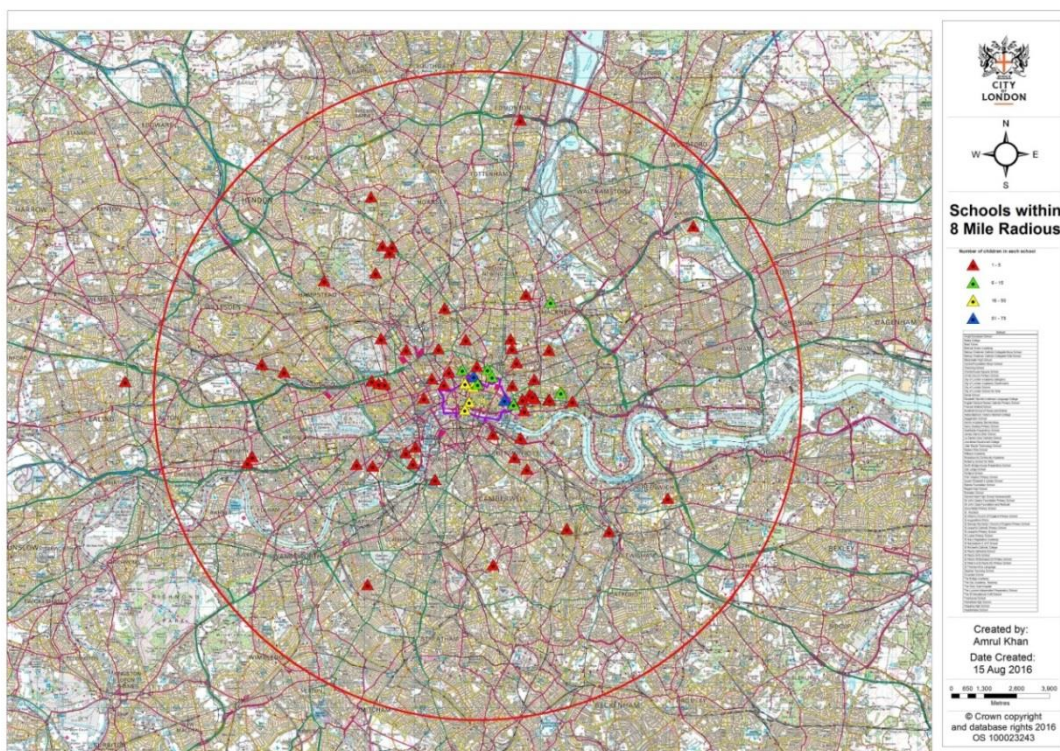
- Preventing homelessness
- Ending rough sleeping
- Increasing supply of and access to accommodation
- Delivering outstanding integrated services
- Improving the health and wellbeing of homeless people

See more at

<https://www.cityoflondon.gov.uk/services/housing/Pages/default.aspx>

Children and Young People

3.15 There is one maintained primary school within the City boundaries, which is Sir John Cass's Foundation Primary School. The school also houses the City's only Children's Centre. There is no maintained secondary school or 14-19 education providers within the City, although there are a number of Independent schools. This means that the vast majority of City Children attend schools in neighbouring boroughs of Tower Hamlets, Hackney and Islington. City children attend approximately 30 maintained schools in and around London, as shown in the map below.



The City of London is also a sponsor of City academies in Islington, Southwark and Hackney. See more information at <https://www.cityoflondon.gov.uk/services/children-and-families/Pages/default.aspx>

Child Poverty

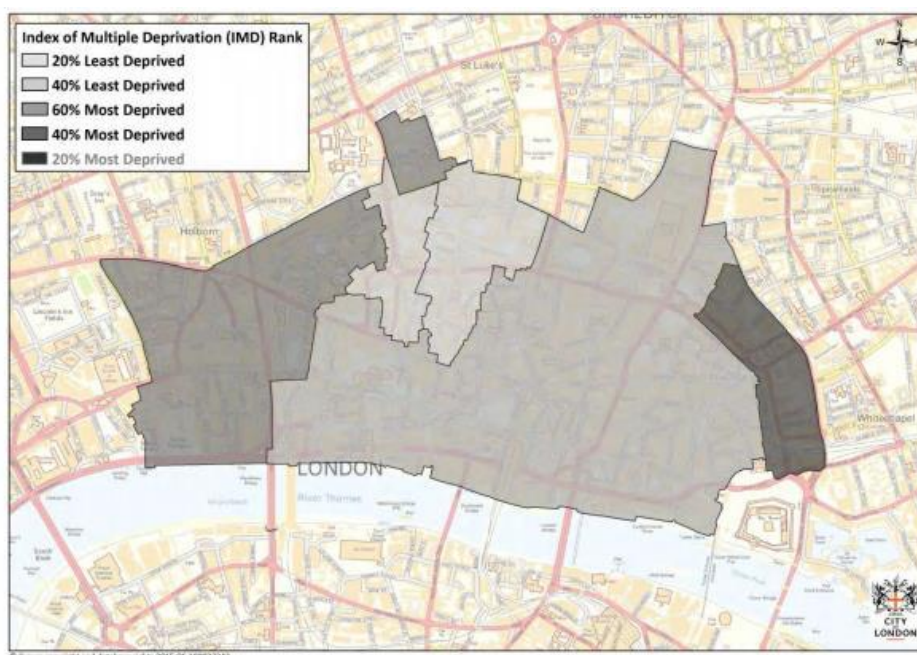
- 3.16 Child poverty is present and persistent in parts of the City of London. Official figures show 10.3 per cent of City children (under 16) were living in poverty in 2013. This equates to approximately 70 children. The overall trend is that child poverty has been decreasing since 2007. This is lower than the national figure (18.6 per cent) and regional London figure (21.8 per cent)². Figure one shows that since 2006 child poverty in London and the City of London have been decreasing.
- 3.17 The chart below demonstrates the percentage of children in the City of London living in poverty compared to London (as a region), 2006-2013.

² HM Revenue and Customs (Personal Tax Credits: Related Statistics - Child Poverty Statistics)



Source: HM Revenue and Customs (Personal Tax Credits: related statistics)

- 3.18 In 2014 the City of London published its Child Poverty Needs Assessment. Analysis using local data and intelligence identified that 21% of City children were living in low income households (defined as living in a household with a low income supplemented by benefits), with 11% in workless households. The methodology behind these figures is different so does not suggest an escalation of poverty, but give an indication of the scale of the problem.
- 3.19 There remain major differences in deprivation between geographical areas. Portsoken in the east of the City is more deprived than the area around the Barbican and Golden Lane. Estimates show that child poverty in Portsoken is significantly higher than the City of London and London regional averages, the City Family Profiling Project (2012) found that 64 per cent of children in this area are living in a low income household.
- 3.20 The multiple indices of deprivation measure and ranks relative deprivation at neighbourhood level in England across a number of factors. The latest index (2015) showed that Portsoken remains in the 40 per cent of most deprived areas in England for overall deprivation and also for deprivation affecting children.



Rank of IMD Quintile, City of London

Supporting children and young people with special educational needs and disabilities (SEND)

- 3.21 The service must be inclusive, accessible and flexible to meet the needs of children and young people with special educational needs and/or disabilities (SEND) and enable them to achieve good outcomes in terms of their well-being. The service must ensure that children and young people with SEND can easily access universal and targeted services and participate in the activities available.
- 3.22 The provider must be able to demonstrate an understanding of special educational needs and disability issues and must comply with statutory legislation and guidance in relation to special education needs and disability such as the Equality Act 2010.
- 3.23 Providers' must have in place a process for measuring outcomes and must demonstrate how it is improving outcomes for children and young people with SEND. Children and young people must be actively engaged in the design, development and evaluation of their service and in decision making as appropriate.
- 3.24 The provider may be required to attend quarterly meetings of the SEND Programme Board to report on the outcomes for children and young people with SEND.

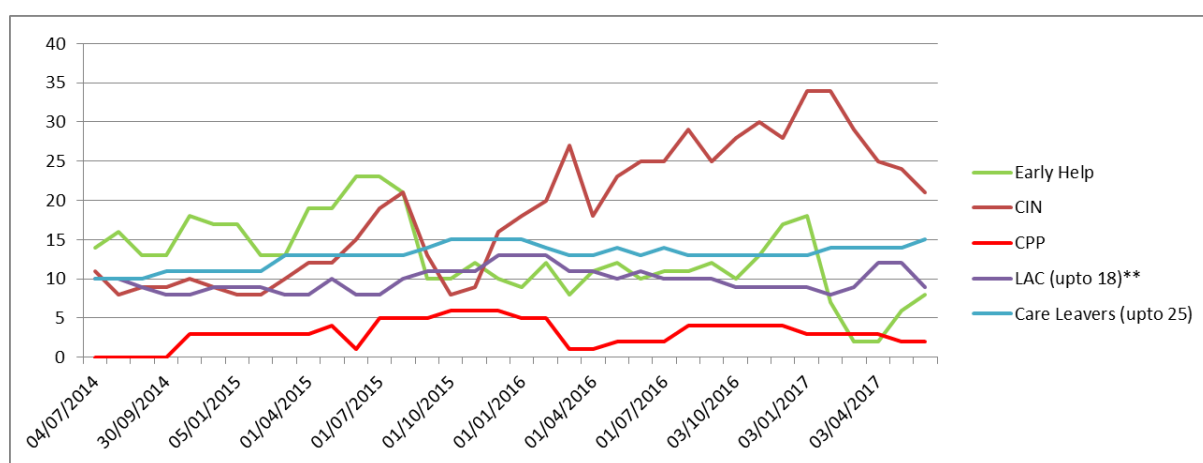
Children and Families Social Care

- 3.25 The Corporation's Children and Families service support families with early help to find their own solutions so that problems and difficulties do

not get worse. Social workers manage cases for children in need; children looked after, children leaving care and unaccompanied asylum seeking children.

3.26 The Children and Families team of social workers manage cases for children in need (CiN), children looked after (CLA), children leaving care (CLC) and unaccompanied asylum seeking children.

3.27 The graph below gives a three year trend of the caseloads held by the Children and Families team.



3.28 Using the early help model below, providers will be expected to work closely when required with the Children and Families team.

Early Help

3.29 The City of London is committed to early identification of need and to multi-agency delivery of early help for children, young people and their families.

3.30 The vision outlined in the City of London's Early Help strategy is to offer 'the right help, at the right time, in the right place'. Providers will often be best placed to coordinate early support for their services users and as such are encouraged to both own and lead delivery of targeted early help through use of the Common Assessment Framework (CAF) and a Team Around the Child (TAC) approach.

3.31 Providers will be expected to evidence the impact of their programmes and services against agreed priority outcomes using agreed metrics. In addition it is expected that providers regularly evaluate progress and, where appropriate, adjust and refine service delivery according to findings/learning from the evidence. All providers will need to consider appropriate information sharing and communication as well as effective implementation of step-up and step-down processes in order to meet safeguarding requirements and to provide seamless interface

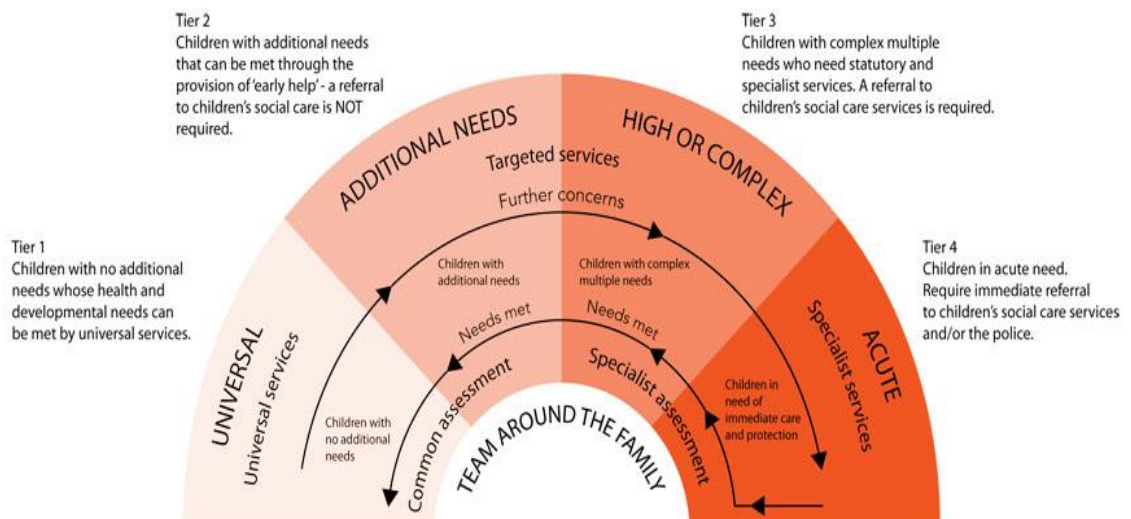
between universal, targeted and statutory services across the continuum of need.

City of London Thresholds of Need

3.32 The City and Hackney Safeguarding Children Board has set out a Continuum of Needs model which ranges from children who have no additional needs (Universal) to those whose needs are acute (Targeted). This continuum is supported by agencies offering a graduated range of support from universal to specialist services.

3.33 The Thresholds of Need document is designed to support practitioners working with families to:

- provide the right help at the right time
- know how to identify needs
- offer a consistent way to assess needs.
- It is a practical tool setting out the
 - process for early help
 - criteria for referral to the LA for statutory assessment
 - clear processes and procedures in response to child sexual exploitation (CSE).



3.34 The City takes a multi-agency approach to common assessments involving all the professionals and agencies who work with the child and family. When referring children and young people in the City of London to early help and safeguarding services, a City of London Corporation Multi-Agency Referral Form (MARF) must be completed and submitted to the City Corporation's Children and Families Team.

FYi Service and Directory

- 3.35 The Family and Young People's Information Service (FYi) is an impartial statutory service mandated to meet the requirements of Section 12 of Childcare Act 2006 (duty to provide information). The service collates, validates, maintains and publishes up to date, good quality and comprehensive information, advice and guidance reference points, services and support available in the local area for families and practitioners for:
- families with children and young people from birth to 19 and up to the age of 25 where the young person has special educational needs or disabilities
 - Practitioners working with families in various circumstances and
 - parents struggling to find childcare to meet their family's needs (brokerage service)
- 3.36 The service manages FYi online directory which has validated and quality assured information on a host of services (including health services from April 2018) that families might need from early years to care for older people. Residents can also search online for activities and events happening in their local area. Integral to the *directory* is the:
- *Local Offer which provides information and support for families of children with special education needs and disabilities*
 - *Ofsted updates on childcare providers*
 - *requirement for an annual audit of Childcare sufficiency*
- 3.37 The FYi manages and actions, three different tiers of public and residents' enquiries. Note that all Tier 1 calls/enquires are currently being managed by the City of London Corporation's Customer Contact Centre:
Tier 1 calls/enquires are routine enquires that take about two to four minutes to resolve. FYi acts as the client manager for this service.
Tier 2 calls/enquires are specialist brokerage calls/enquiries that could take from 30minutes to 3hours to complete.
Tier 3 calls/enquires are complex brokerage calls/enquiries that involves consulting and involving other professionals and could take more than a day to resolve.
- 3.38 The FYi also shapes and delivers community outreach programmes and marketing campaigns for the Early Years and Childcare especially targeting the ethnic minority groups including the Bangladeshi community and encourage them to be more engaged with the Early Years services.
- 3.39 Family and Young people's information service provides information, advice and guidance for the following services:

- Childcare and early education
 - Education and learning
 - Transition
 - Family support
 - Leisure activities for children and young people
 - Early Education Funding for 2,3 & 4 year olds
 - Childcare affordability
 - School Admissions
 - Child performance licences
 - Under 16 work permits
 - Free school meals
 - Clothing grants
 - SEN transport/Home to school transport
 - Local offer
- 3.40 Providers will be expected to adhere to national best practices in data protection and information security to mitigate data and safeguarding breaches. The minimum quality standard threshold set for the FYi is the attainment of the Family First Quality Award (FFQA) from the Family & Childcare Trust.
- 3.41 Providers will be expected to contribute to the FYi service and directory by providing accurate information in timely manner as stated in the addendum.
- 3.42 Providers will be expected to contribute to the FYi service and directory by providing accurate information in timely manner as stated in the addendum. Providers will supply initial information about their service delivery to upload to the website and database within four weeks of the contract start date. At all times providers will adhere to national best practices in data protection and information security to mitigate data and safeguarding breaches.

Our working adult populations

- 3.43 Workers in the City tend to be healthier because they are younger than the general population. They have many assets that they contribute to the prosperity of the city. But many people work long hours and can have a range of lifestyle factors, such as smoking, alcohol consumption, poor diet, stress and mental health issue and low levels of physical activity that impact negatively on their health and wellbeing.
- 3.44 For City businesses, public health interventions that address behavioural risk factors (such as poor diet, excessive alcohol consumption, physical inactivity and smoking) can play a significant role in improving employees' physical health and mental wellbeing, increasing

workplace productivity and output and boosting staff retention and recruitment, as well as reducing sickness absence.

- 3.45 In the City, we procure a range of substance misuse services and smoking cessation services which can be accessed by both our resident and working adult populations. See more details here: <http://www.squaremilehealth.org.uk/>
- 3.46 **For more information about our commissioning approach and how the City of London corporation expects to work alongside providers please see the Commissioning Prospectuses for 2017-2019 under 'Commissioning' here:** <https://www.cityoflondon.gov.uk/services/Pages/community-childrens-services.aspx>

Section 4 Minimum expectations of our providers

Statutory requirements

- 4.1 The legislation, regulations and guidance on which this service specification is based, is contained in the following:
- Care Act 2014
 - [The Care Quality Commission \(Registration and Membership\) \(Amendment\) Regulations 2012](#)
 - [The Health and Social Care Act 2008 \(Regulated Activities\) \(Amendment\) Regulations 2015](#)
 - [The Local Authority Social Services and National Health Service complaints \(England\) regulations 2009](#)
 - Mental Capacity Act 2005
 - Housing Act 2004
 - Housing and Planning Act 2016
 - Localism Act 2011
 - Public Services (Social Value) Act 2012
 - Children Act 1989 and 2004
 - Working Together to safeguard Children July 2018
 - City of London's Safeguarding Policy
 - Pan London Child Protection Procedures
 - Children and Young Persons Act 2008
 - Child Poverty Act 2010
 - Equality Act 2010

- Health and Safety at Work Act 1974
- Positive for Youth 2012
- Statutory guidance for local authorities on services & activities to improve young people's well-being June 2012


4.2 The above list is not exhaustive and it will be the responsibility of the service provider to comply with the requirements of all legislation where applicable.

Strategies and Policies

4.3 City of London Corporation policies and procedures that will support providers to meet the requirements for mandatory policies include;

4.4 City of London Corporation policies and procedures that will support providers to meet these requirements are listed below:

1	City of London policies / procedures to be adopted or adhered to by Service Providers
2	Equal Opportunities Policy Statement https://www.cityoflondon.gov.uk/jobs/Pages/commitment-to-equality-and-diversity.aspx
3	Complaints approach http://www.cityoflondon.gov.uk/about-our-website/Pages/feedback.aspx
4	Sustainability Policy http://www.cityoflondon.gov.uk/services/environment-and-planning/sustainability/Pages/sustainability-policy.aspx
5	Data Protection Policy https://www.cityoflondon.gov.uk/about-the-city/access-to-information/Pages/data-protection-policy.aspx
6	Anti-Fraud and Corruption Strategy https://www.cityoflondon.gov.uk/about-the-city/anti-fraud-activities/Pages/default.aspx
7	City of London Service Standards  Customer Service Standard.pdf
8	Working with Responsible Suppliers https://www.cityoflondon.gov.uk/business/tenders-and-procurement/Documents/Comprehensive%20guidance%20note%20for%20contracts%20over250k.pdf
9	Air Quality Strategy

	http://www.cityoflondon.gov.uk/business/environmental-health/environmental-protection/air-quality/Documents/city-of-london-air-quality-strategy-2015.pdf
10	Climate Change Adaptation Strategy https://www.cityoflondon.gov.uk/services/environment-and-planning/sustainability/Pages/Climate-Change-Adaptation.aspx
11	Government guidance on employing ex-offenders https://www.gov.uk/exoffenders-and-employment
12	City of London Dignity Code https://www.cityoflondon.gov.uk/services/adult-social-care/Documents/dignity-code.pdf
13	City of London DCCS Provider Concern and Poor Performance Procedure  Poor performance.docx

4.5 The Service Provider will also have considered the 'Best practice: voluntary standards for any organisation' of the Government Buying Standards at:<https://www.gov.uk/government/collections/sustainable-procurement-the-government-buying-standards-gbs>

4.6 The City of London Corporation adheres to the requirements of the Government Transparency code:<https://www.gov.uk/government/publications/local-government-transparency-code-2015>

Safeguarding

4.7 Safeguarding arrangements for both children and adults are overseen by the Local Safeguarding boards. Safeguarding in the City of London is a priority and there is an expectation that all commissioned services who work with children and adults adhere to the safeguarding policies of the City of London, the City and Hackney Safeguarding Adults board (CHSAB) or City and Hackney Safeguarding Children's Board (CHSCB) policies. In addition, Pan London Safeguarding Adults Multi-Agency Procedures are to be used alongside this policy.

Adult Safeguarding

4.8 Adults Policies can be found here:
<https://londonadass.org.uk/safeguarding/review-of-the-pan-london-policy-and-procedures/> and
<https://www.hackney.gov.uk/safeguarding-adults-board>

Children Safeguarding

- 4.9 The Pan London Child Protection Procedures are to be used alongside this policy and can be accessed online www.londoncp.co.uk/. Chapter 7 of the Pan London Child Protection Procedures clearly defines the role of the Designated Officer (D.O), previously known as the Local Authorities Designated Officer (LADO). Any professional allegations involving children need to be referred to the D.O in the City of London as soon as possible.
- 4.10 Safeguarding arrangements for children are reviewed through the section 11 audit which some commissioned services may be required to complete. Section 11 of the Children Act 2004 places a duty on local authorities to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children.
- 4.11 Safeguarding Children Policies can be found here:
<http://www.chscb.org.uk/>
<http://www.cityoflondon.gov.uk/services/children-and-families/Pages/worried-about-a-child.aspx> and
<http://www.cityoflondon.gov.uk/services/adult-social-care/Pages/safeguarding-adults.aspx>

Minimum Commissioning Standards

- 4.12 A set of minimum standards for commissioning (*see policies above; Safe Recruitment – City and Hackney Safeguarding Children Board Minimum Expectations*) has been developed in order to provide clarity of our expectations. The City Corporation expects these minimum standards to be adhered to in all contracted services. Through our specifications, tendering, monitoring and Section 11 audits (audit of Safeguarding policies and protocols), we will ensure that all of our service providers have processes in place so that expected level of safeguarding is met.

Staffing requirements

- 4.13 The provider will be expected to adhere to Ofsted requirements in relation to staff ratio and registration requirements. The provider will have evidence that all staff associated with the delivery of the service have completed an Enhanced Disclosed Barred Service (DBS) certification every three years.
- 4.14 The Corporation encourages and supports professional career development opportunities for its employees and expects providers to ensure that their organisation has a training and development policy which promotes staff to develop their skills, knowledge and experience to maximise their work performance and career potential.

Provider Policies and Procedures

- 4.15 The Service Provider will have their own policies, procedures and protocols (where applicable) in place and/or agree to adhere to the City's policies. Providers will include a schedule of renewal. These are as follows:

	Policies, procedures and protocols	Date of renewal
1	Equality and diversity policy	
2	Health & safety policy	
3	Quality Assurance accreditation / approach	
4	Safeguarding policy in alignment with, or adoption of, the requirements of City of London Adult Social Care safeguarding protocol and/or the City and Hackney Safeguarding Children's Board's Safer Commissioning Minimum Expectations	
5	Data Protection Policy	
6	Freedom of Information policy	
7	Living wage policy	
8	Data and Information Sharing protocols appropriate to the types of data and information to be shared	
9	CRB Risk assessment and approach to carrying out DBS checks	
10	Secure Storage, Handling, Use, Retention & Disposal of Criminal Records Bureau Certificates and Certificate information	
11	Employee code of conduct	
12	Complaints and compliments	
13	Approach to reducing their impact on climate change and poor air quality	
14	Approach to Sustainability	
15	Physical and verbal abuse code	
16	Workplace smoking code	
17	Emergency procedures	
18	Lone Working Procedure	
19	Risk Taking Procedure	
20	Recruitment and selection Policy	
21	Grievance and Disciplinary Procedure	
22	Whistle blowing Procedure	
23	Staff Induction Procedure	
24	Training Plans	
25	Financial Procedures	

26	Confidentiality Policy and procedures	
27	Privacy and Dignity Policy	
28	Referral Procedures	
29	Written system for taking action from Quality Assurance Feedback	
30	'No Reply' Procedure	
31	Kitchens and Food Hygiene Procedures (if appropriate)	
32	Medication Procedure (if appropriate)	
33	Transmittable Diseases Procedure	
34	Procedures in event of an accident	
35	Procedure for special needs	
36	Protocol for responding to the Think Family agenda	
37	Event of death Procedure	

Contract and Performance Management

- 4.16 Services may be delivered in conjunction and/or partnership with other providers. The DCCS requires providers to working in partnership and co-operate with changing needs of service users. Providers will be expected to work with commissioners and service managers to agree on baseline key performance indicators. These may be a variation or an addition to the indicators outlined in the addendum.
- 4.17 Complaints and poor performance issues and/or concerns will be managed using the DCCS Commissioning team's poor performance procedure. Providers will be expected to comply with contract monitoring requirements, outlined in the addendum.
- 4.18 As part of the evaluation process, providers will be expected to demonstrate how their service delivery model will achieve the outcomes desired, and the performance tool / mechanism that will be used to measure progress.

Data collection

- 4.19 Providers are expected to regularly collect the following minimum data, and report the data as per the contract monitoring requirements;
- Gender
 - Date of Birth
 - Ethnicity (using the CBDS definitions for ethnicities)
 - Children with special needs and/or disability (SEND)
 - Child in Need, children looked after or care leaver
 - Post code
 - Reasons involved in service

- 4.20 The Corporation reserves the right to use and share appropriately any data that is collected on its behalf. Providers will share all data that is relevant to demonstrating:
- best use of the Corporation's resources
 - improved outcomes for our communities
 - compliance for the Corporation to report on its statutory and other performance indicators
 - safe and appropriate service delivery
- 4.21 Providers are expected to adhere to data protection requirements when storing and sharing data online and otherwise.

Inspections

- 4.22 The City of London Corporation is subject to a range of inspection frameworks that regulate services provided to adults and children. These include Care Quality Commission (CQC) and Ofsted inspections on many of our internal and externally provided services. In order to comply with any inspection framework, we would require that any commissioned services provide support to the inspection process by providing any information as necessary when requested by the Corporation and ensure that representatives from the commissioned services are able to speak with or meet inspectors as part of the inspection.

Equality and Diversity

- 4.23 As an organisation with local authority functions, the City of London Corporation pays due regard to the Public Sector Equality Duty (Section 149 of the Equality Act 2010) in the way that it delivers services to City residents, City workers and visitors, the Corporation's staff and our service users in the Square Mile and across London.
- 4.24 Under the Public Sector Equality Duty, the City of London Corporation is required to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out our activities and delivering services, with specific reference in relation to age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex or sexual orientation (known as the nine protected characteristics of the Equality Act 2010).
- 4.25 As this duty applies to any private bodies or voluntary organisations that carry out public functions on our behalf, we would therefore require that any commissioned services pay due regard to the Public Sector Equality Duty in carrying out our activities.

Partnership working

- 4.26 The provider will be expected to participate and engage with the following services, as required;
- City and Hackney safeguarding Board and/or sub-groups
 - Community and Children's Committee, and/or sub-groups
 - Clinical Commissioning Group
 - Officers from Community and Children's Services
 - Other provider organisations delivering similar or complementary services
 - Other statutory partners including the police
 - Children's Executive Board, and/or sub groups
 - City and Hackney safeguarding Board, and/or sub-groups
 - Community and Children's Committee, and/or sub-groups
- 4.27 Partnership working includes good communication, sharing information, knowledge and expertise, and co-operating with other services to provide a holistic approach to delivering the best service for children and young people. It also includes attendance at meetings will be based on need from City of London Corporation. Mandatory attendances to specific meetings are stipulated in the addendum to specification.
- 4.28 Attendance at meetings will be based on need from the City of London Corporation. Mandatory attendances to specific meetings are stipulated in the addendum to specification.
- 4.29 Where the service provider proposes to hire venues to deliver services in the Square Mile or elsewhere they will need to make all arrangements for hire / lease agreements directly with those venues. However, concerns or complaints raised by, or about, venues which are used to deliver services on behalf of the Corporation may be subject to the DCCS poor performance procedure.

Service User Involvement

- 4.30 Providers are expected to consult with service users and ensure service user satisfaction and/or complaints are recorded and monitored. The Corporation is committed to an Asset Based Community Development approach across the development and delivery of its service offer.

Social Value Act

- 4.31 The Social Value Act requires local authorities to ensure that public services connect to economic, social and environmental well-being. They have a responsibility to demonstrate how and what they commission supports the needs of the wider community. Providers will be expected to demonstrate a positive contribution to social value through the delivery of their services.

- 4.32 As a minimum the Corporation expects all providers to;
- pay the London Living Wage to staff delivering services on behalf of the Corporation
 - Limit the use of zero-hours contracts, and ensure they are not used instead of a substantive contract where the employee requests one
 - Encourage the use of apprenticeships
 - Encourage the use of volunteers & local labour opportunities
 - Be proactive in the inclusion of services users from vulnerable communities as identified in the specification
- 4.33 Providers should contact the commissioning team if they wish to discuss any concerns about meeting this requirement.

Time Credits

- 4.34 The City of London is committed to providing volunteering opportunities for its residents, users and employees and operates a volunteering brokerage and a Time Credits scheme. Providers will be expected to work in partnership with the time credit provider, Spice, to integrate City of London Time Credits into their provision and ensure staff are trained in the theory and implementation.
- 4.35 The Provider will need to ensure that systems and processes are in place to encourage and record volunteering including earning and spending of Time Credits if appropriate. Spice will be able to provide guidance and support around integrating Time Credits to service delivery and outcomes. For further information on time credits, please visit <http://www.justaddspice.org/>

Additional costs to delivery

- 4.36 The provider will bear all costs to ensure their staff meet the needs in the specification and their proposed delivery model. These costs include training requirements, DBS and attendance for meetings.
- 4.37 The provider will be responsible for agreements made with organisations for the hire of venue or equipment required for the delivery of the service.

Communications

- 4.38 Providers are expected to adhere to the following best practice principles:
- Use plain English (no jargon) across all digital and print channels / materials.
 - Ensure brand is correctly used as per City of London Corporation guidelines – contact the commissioning team for more details.

- Ensure City of London Corporation agreed font is used on City Corporation materials – Century Gothic 16 (heading), 14 (sub-heading), 12 (paragraph text).
- Ensure all digital content and related downloadable documents meet national accessibility standards.
- Ensure messaging across all channels is consistent in tone / content.

Please note: The addendum to specification is an additional document to this core specification.