

Statement of Requirements

Introduction

Summary of requirement.

1. There is a requirement in MOD policy¹ to promote and maintain the welfare of Service Personnel (SP) and of the Service Community². The provision of Social Work Service (SWS) is a significant contributor to this requirement. As far as possible³, a SWS primarily seeks to replicate the elements of statutory social work provided by local authorities in the UK but to a range of overseas MOD settings⁴ and as detailed in this Statement of Requirement (SOR).
2. This SOR provides the overall service requirement and details statutory type services which would be provided in the UK by a local authority, because that local authority is under a statutory duty to provide those services⁵. In general, those services are not provided by the Authority for the specified overseas Service Community as a matter of statute, but as a matter of policy.
3. The SWS shall account for the current Service Communities defined in the SOR and be able to respond to changes in population numbers, demographic changes, and dispersion of personnel throughout the area of coverage, and the potential for additional locations to be added in the future within scope of the Terms and Conditions of the contract and SOR.

Who and what the requirement is for.

4. The Services shall be delivered to all eligible personnel in Service Communities or individual posts as covered by the existing SWS contract. If the MOD opens other locations, or establishes other singleton posts, they may be brought into scope at a future date and during the life of the contract, and subject to funding and contract amendment. Future demographic changes, social trends, operational commitments and the fluid nature of an overseas Service population cannot be predicted.

Requirement & Deliverables

General

5. Perform its obligations under the Contract in accordance with all applicable laws and regulations. "Laws" in this context shall mean all local, national and directly applicable supra-national laws in force, plus the relevant Joint Service Publications. Notwithstanding DEFCON 529, such laws may be laws other than English law
6. Understand that the presence of British Forces in overseas locations is generally governed by treaties with the Host Nations and in particular by a Status of Forces Agreement. In some instances, these arrangements confer primacy in social work matters on the Host Nation.

¹ JSP 770 "Armed Forces Welfare Support Policy v1.0 Jan 2025" 1.1

² The 'Service Community', is defined in JSP 770 v1.0 Jan 2025 1.3

³ JSP 770 Paragraph 4.3.3:

⁴ JSP 834 v1 "Safeguarding Children" 1.11

⁵ JSP 770 paragraph 3.1.15

7. Work in a manner which is consistent with the relevant treaty or agreement with the Host Nation and, where applicable, in a way which is consistent with the local Host Nation's relevant laws, procedures and agencies.
8. Contribute to the Safeguarding Agenda and to local Command welfare-related policy, planning and procedures, and develop and maintain an understanding of specific local needs and circumstances.
9. Comply with and promote good practice by working cooperatively with relevant stakeholders. For these purposes, "relevant stakeholders" include the MOD Authority, UK local authorities, single service welfare providers, health professionals and host nation agencies.
10. Ensure all information held by the Contractor compiled during the course of the Contract, or previous contracts with the Authority, that may reasonably be required by the Authority, will be shared in accordance with JSP 834. This is to ensure continuity of the provision of SWS to members and former members of the Service Communities and ensure compliance with UK Regulations. The Authority will require the Contractor to ensure that, to the extent permissible by law, the information to which the contract applies will be disclosed to the Authority itself or to any contractor appointed by the Authority, subject to such restrictions or conditions of confidentiality as may be required under applicable law.
11. Provide services in cooperation with other agencies which exercise functions or are otherwise engaged in activities in relation to children in need, looked-after children, children in need of protection, and Adults at Risk⁶.
12. Contribute to the Safeguarding Agenda and to local Command welfare-related policy, planning and procedures, and develop and maintain an understanding of specific local needs and circumstances.
13. Ensure all information held by the Contractor compiled during the course of the Contract, or previous contracts with the Authority, that may reasonably be required by the Authority, will be shared in accordance with JSP 834. This is to ensure continuity of the provision of SWS to members and former members of the Service Communities and ensure compliance with UK Regulations. The Authority will require the Contractor to ensure that, to the extent permissible by law, the information to which the contract applies will be disclosed to the Authority itself or to any contractor appointed by the Authority, subject to such restrictions or conditions of confidentiality as may be required under applicable law.
14. This SOR supports the intent to establish a SWS capability to have the Populations at Risk (PAR), identified in this SOR, suitably supported on a regular basis, and for additional Service Community members to be supportable from time to time.
15. This capability shall be referred to as the "British Forces Social Work Services (BFSWS)".
16. The Contract Owner, contractually referred to as 'the Authority', shall be the Ministry of Defence.

⁶ "Adults at Risk", previously referred to as "Vulnerable Adults".

What the supplier will be expected to do/provide.

Children/Dependants

17. The Contractor shall ensure compliance with Safeguarding Children procedures consistent with the requirements of “Working Together to Safeguard Children, Keeping Children Safe in Education, MOD Early Help Strategy, Working Together to Improve School Attendance, JSP 834, and the local Command’s relevant orders and Instructions issued from time to time.
18. Provide Guidance, Assessment and Intervention equivalent to support provided by UK local authority children’s services, replicating S17 Child in Need and S47 Child Protection Enquiries of the Children's act 1989⁷. Individual requirements detailed in Annex A.
19. Undertake specific activity to Safeguard Children, young people and families as detailed in Annex A. Acting on behalf of the Authority MOD and Local Commands who hold “UK local authority responsibilities”.
20. On behalf of the Authority MOD, understand and enact powers under Part three of the Armed Forces Act (AFA) 1991, in locations where the AFA has supremacy.
21. On behalf of the Authority MOD, understand and enact powers under the section 22, AFA 1991 where a child or young person has been deemed to require immediate protection from harm. The contractor will have delegated authority to apply to the Judge Advocate on behalf of the Authority MOD.

Vulnerable Adults

22. Undertake personalised care assessments for any adult deemed to be vulnerable or at risk, replicating responsibilities under The Care Act 2014⁸. As well as an adults need for care and support.
23. Recognise and respond to concerns relating to an individuals wellbeing and safety, including those with caring responsibilities.
24. Replicate responsibilities under The Care Act 2014 for those with caring responsibilities, including assessment, information and advice. Individual requirements detailed in Annex B.

Specific additional items that that will be required.

25. Work alongside the Authority MOD and stakeholders to identify safeguarding concerns which may require an Assessment of Support needs to ascertain ability to maintain the individual or family within that overseas location.
26. Raise the requirement of an Assessment of Support, where safeguarding is the mitigating risk, working with the Overseas Educational Supportability Team and Local

⁷ Childrens Act 1989, <https://www.legislation.gov.uk/ukpga/1989/41/contents>

⁸ The Care Act 2014, <https://www.legislation.gov.uk/ukpga/2014/23/contents>

command.

27. Provide and bear the costs of specialist assessments, translation and interpreting work where required. British English shall be used as the standard language for daily Contractor-provided services.
28. Working in partnership with Defence Safeguarding Agencies develop a threshold document, which sets out the criteria for support in a way that is transparent, accessible, easily understood and is specific to Defence Overseas in accordance with the requirements of Working Together.

Specific support/services that will be required.

29. The contractor will provide Level 2 Safeguarding Training alongside single service specialist welfare, and Level 3 Safeguarding Training to overseas commands and partner agencies on a regular basis throughout the year, tailoring the training to meet the specific requirements for each overseas location.
30. Be responsible for and bear the cost of training its own employees. The Contractor shall include Service and Authority employees on specific courses on an opportunity basis.
31. Be responsible for and bear the cost of any travel to overseas locations as required in order to undertake responsibilities as contract holders detailed in Annex A and B.
32. Represent the Authority on a case by case basis with UK Local Authorities and with the Host Nation, and give professional advice, as required.
33. Attend Local Safeguarding Partnership Boards and be required to provide trend analysis to assist with identifying areas of concern that might require appropriate action to address.
34. Attend the Safeguarding Practice Review Group and other safeguarding working groups as initiated by the Defence Safeguarding Partnership Board, when required to do so.
35. Ensure staff receive professional supervision, and work in accordance with approved guidelines, protocols including referral protocols and UK professional standards.
36. Have robust objective risk management procedures in place that monitor and manage both risks to service users, their employees and to others.
37. Have a complaints management policy and allegations process in place which complies fully with the Authority's requirements.
38. Ensure all social work qualified staff are registered with Social Work England and comply with Defence Safer Recruitment processes included Enhanced DBS and Barred checks.

Specific periods supplier will be required to provide services/support.

39. The contractor will ensure the service is available 24hrs a day, 7 days a week, 52 weeks per year to incorporate the different time zones across overseas locations and availability to respond to high-risk situations outside of core working hours.

Optional Requirements

40. Undertake specific activity to Support Children, young people and families as detailed in Annex C. Working alongside lead professionals and partner agencies to support Early Intervention and Prevention
41. In order to provide support to families at the earliest opportunity, the contractor is invited to consider offering a Family Support Worker (FSW) to provide specific intervention alongside the Early Help framework.
42. The FSW does not require social work registration and will not act as lead professional, but will have relevant knowledge, experience and skills in parenting, additional needs and working with children and families.

Timescales

State any mandated date on which the requirement must start, the duration the requirement is for and if requirement is also to have any optional periods.

43. The contract must begin on 1st November 2025.

Specific milestones that will need to be met.

44. The contractor must be able to meet the specific requirements detailed in Annex A and B from the date specified above.
45. Non statutory type support as detailed in Annex C, must be met within the first 6 months of the start date specified above.

Location

State any specific sites to be covered by requirement.

46. The SWS will cover all locations already captured within the existing SWS contract:
 - I. Global Support Unit – European Joint Support Unit (all locations)
 - II. British Forces Germany, Sennelager (BATG)
 - III. Nepal
 - IV. British Forces Brunei
 - V. British Army Training Unit Kenya (BATUK)
 - VI. United States of America (BDSUS)
 - VII. British Army Training Unit Suffield – Canada (BATUS)
 - VIII. British Army Training Support Unit Belize
 - IX. British Forces Gibraltar (BFG)
 - X. British Indian Ocean Territories
 - XI. British Defence Singapore Support Unit (SING)
 - XII. Ministry of Defence Saudi Armed Forces Project (MODSAP) and Saudi Arabia National Guard Communications Project (SANGCOM)
 - XIII. Any other MOD location as requested by the authority on an individual case by case basis.

Geographical location of recent cases

47. The table below details the total number of statutory type cases supported by the existing contract holders broken down per location from Sept 2022 – December 2023.

BFSWS ROW	BATUK	BATUS	SING	BFG	SAUDI	BRUNEI/ NEPAL	BAT(G)	GSO-EJSU	BDSUS	TOTAL
Q3	2	0	0	2	0	3	2	3	0	12
Q2	1	1	0	4	0	3	8	2	3	22
Q1	4	1	1	4	3	1	1	8	2	25
Q4	5	0	0	3	0	6	0	6	0	20
Q3	0	0	0	6	1	11	2	7	1	28
Q2	4	1	0	5	0	12	4	3	1	30
TOTAL	16	3	1	24	4	36	17	29	7	137

IPR

48. The Authority and the contractor will act as joint data controllers for all Intellectual Property gathered by the contractor.

49. The contractor must provide an appropriate case management system in order to safely record and store all personal and sensitive information relating to the activities detailed in Annex A, B and C.

50. The Authority will own IPR on any data gathered as a result of analysis, third party assurance and audits.

This table can be completed to confirm.

Governance

51. Responsibility for the satisfactory delivery of the Services rests solely with the Contractor. The Contractor shall be directly accountable to the Authority (via the nominated representative) for the provision of the SWS. The Contractor shall also liaise and brief on their activity at area and local levels within the main locations on an agreed frequency, as shown in Appendix 4. The Contractor shall cooperate fully with the Authority, and shall provide a Quality Assurance (QA) mechanism that satisfies Annex D. This QA process shall enable the Authority to:

- I. Determine with a high degree of confidence, whether and in which ways children, young people and Adults at Risk lives' and situations were improved by the service provided.
- II. Understand how effectively the Contractor is delivering services.
- III. Ensure that an environment that promotes a continuous improvement and learning culture exists in its contracted service delivery.

52. The Contractor shall comply with any request by the Authority to undergo internal or external quality assurance, monitoring, review or inspection processes. For these purposes the Contractor shall give full and timely access to relevant files and information, however held, to the named inspectors or reviewers.

53. Quarterly Report: A quarterly report to the Authority based upon the agreed objectives, specifications, Key Performance Indicators (KPI) and Management Information (MI) requirements. This Contractor's Report shall comment on current performance and progress in implementing Action Plans deriving from any audits. The report shall be

distributed to the Contract Management Board (CMB) attendees no less than 7 days prior to the Board meeting.

54. Contract Management Board (CMB): A forum attended by a Representative(s) of the Authority, Local Commands, Senior Contractor representative(s) and an Authority's Commercial Officer which scrutinises and challenges the service against this SOR. It will consider the most recent Contractor's Quarterly Report, which should be with CMB members no less than 7 days prior to the meeting. The report and the CMB are the primary means of 'Holding to Account' the service provider. This forum sets strategic direction by reviewing financial, contractual, over-arching issues and risks, and authorises MOD needs in relation to the contract. The CMB will commission Internal Independent Reviews (IIR) using MOD professional resources.
55. The contractor are to ensure attendance to Local Safeguarding Partnership Boards across overseas locations within the contract.

Performance Management

56. The contractor will be required to perform to an exceptional level all requirements as detailed in Annex A,B and C.
57. Key Performance Indicators and Management Information will monitor the performance of the contractor through the duration of the contract.

Security

58. The contractor will be required to visit MOD establishments overseas to provide services detailed in Annex A,B and C on an case by case basis.
59. The Contractor shall ensure that its staff are suitably registered, qualified, experienced, trained⁹ and vetted to "Security Check (SC)" level. The Contractor shall not appoint staff until the necessary Security Vetting is received in accordance with the current Authority procedures extant at the time¹⁰. Very occasionally and only in exceptional circumstances, in advance of Defence Vetting confirmation, the Contractor may ask the Authority to accept their prospective employee pending receipt of security clearance. However, such an agreement shall be on the basis that staff shall be removed at the Contractor's expense if an application for vetting is unsuccessful.

Personal Data

60. The contractor shall hold personal sensitive information on the individuals who receive support from their service. This must be stored appropriately on a case management system for which the contractor hold full responsibility for maintaining under GDPR and the Data Protection Act.
61. The Contractor shall not give to any person, other than its own permanently employed staff and MOD-authorized personnel, access to records and systems in providing these Services, without the permission of the Authority.
62. Cyber Essentials certification will be required by the Contractor at the commencement of contract, Cyber Essentials Plus will be required within 12 months of contract

⁹ Including the requirements of JSP 834

¹⁰ JSP 440 - Defence Manual of Security, Resilience and Business Continuity, Leaflet 7

commencement. This standard is to be maintained throughout the term of the contract by the Contractor.

Quality & Standards

63. All social worker staff will be qualified and hold an active Social Work England registration.
64. All staff employed by the contractor will have relevant knowledge and experience working within local authority safeguarding children or adults, and have evidence of ongoing Continued Professional Development (CPD).

Health & Safety

65. Supplier must comply with all H&S legislation regulation.

Implementation

66. The contractor will need to work alongside the existing provider to ensure a seamless handover of all case files and any open cases to ensure minimal impact on the Population at Risk.
67. The contractor may be required to facilitate a one-month handover prior to the 1st November 2025 to ensure transfers occur appropriately.

Exit

68. A draft Exit Management Plan (yet to be agreed) to the Contract will be provided by the Contractor to the Authority for discussion within 6 months of Contract Effective Date. It will set out the procedure that the Contractor and the Authority shall follow upon expiry of the Contract. The plan will provide comprehensive plans for the activities and the associated liaison and assistance which will be required for the successful conclusion of the Service, or if the situation demands it, the transfer of the Service to the Authority and/or another Contractor.
69. The Exit Management Plan shall be reviewed and updated by the Contractor no less frequently than at annual intervals. In this regard the Contractor shall provide an updated version of the Exit Management Plan to the Authority on or before each anniversary of the implementation date (or more frequently as may be agreed between the Parties). The Authority shall review the Exit Management Plan within 10 (ten) working days of receipt and shall notify the Contractor of any suggested revisions. Revisions shall be incorporated by the Contractor into the Exit Management Plan within 10 (ten) working days of receipt. If agreement cannot be reached on the suggested revisions then the matter may be escalated through the dispute resolution procedure set out at condition.

Acronyms

BFSWS	British Forces Social Work Service
SWS	Social Work Services
EJSU	European Joint Support Unit
PAR	Population at Risk
MOD	Ministry of Defence
CPD	Continued Professional Development

SC	Security Check
SOR	Statement of Requirement

Annex Documents:

Annex A: Children and Families Support Requirement

Annex B: Adults at Risk Support Requirement

Annex C: Non-Statutory Support Requirement

Annex D: Key Performance Indicators

Annex E: Management Information, Governance and Assurance

Children's and Families Support Specification

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General Requirements	
1.	<p>The Contractor shall:</p> <ul style="list-style-type: none"> a. Provide a 24 hour 365 days per year flexible and responsive statutory type social work service to meet the needs of Children, Families and Young People within the Service Communities within the locations covered by the contract. b. Ensure that all current and future practice in delivering the service specification conforms in type, scope and standard to that required by statute in England¹¹. c. Work in partnership with agencies and commands across defence, sharing information in a timely manner to inform supportability decision making and enable partners to proactively support children and families. Taking into consideration consent, The Data Protection Act and GDPR except in circumstances where consent is not required in order to safeguard a child/ren. d. Working in partnership with Defence Safeguarding Agencies develop a threshold document, which sets out the criteria for support in a way that is transparent, accessible,easily understood and is specific to Defence Overseas in accordance with the requirements of Working Together. e. Gather the views of children and their families of the services provided and use to influence future service development and provision for children.
Specific Requirements	
2.	<p>Initial response.</p> <ul style="list-style-type: none"> a. The Contractor shall provide a 24 hour 365 day per year contact, referral and assessment service that has a clear understanding of thresholds. This will be termed the “Central Referral Team” as this title is used in many pan-MOD policies/publications/websites.

¹¹ JSP 770, Para 1.1.10 (Ver 12, Jul 17): Statutory welfare provision is that which is provided by the state/local authorities as a result of legislation. Such support would include provision under the NHS and Social Services. In overseas commands the Theatre Commander is responsible for the provision of welfare services which, wherever practicable and manageable, conform in type, scope and standard to that required by statute in England (whilst taking into account variations in the welfare systems of Scotland, Northern Ireland and Wales).

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	<p>b. The Contractor shall provide an initial response to calls or referrals within 1 day, which is not automated in order to provide a timely triage of the situation.</p> <p>Children with Universal Needs</p> <p>c. “Children with universal needs” means those children and young persons who have no additional support needs as they are doing well and have their health, development and achievement needs met by delivery of universal services.</p> <p>d. The Contractor shall provide advice and signposting to the appropriate provider for children and families with universal needs.</p> <p>Early Help</p> <p>e. “Early Help” means providing support as soon as a problem emerges, at any point in a child’s life, from the foundation years through to the teenage years. Early help can also prevent further problems arising; for example, if it is provided as part of a support plan where a child has returned home to their family from care, or in families where there are emerging parental mental health issues or drug and alcohol misuse.</p> <p>f. The contractor should work in partnership with the Early Help Co-ordinators and local providers to identify children and families who require early help services and support with identifying the appropriate support required.</p> <p>Child/Children in Need of support– including Children with Disabilities or Special Educational Needs (SEN)</p> <p>g. A child is a “Child in Need of support” if they are unlikely to achieve or maintain a reasonable level of health or development, or whose health and development is likely to be significantly or further impaired, without the provision of services; or a child who is disabled.</p> <p>h. The Contractor shall provide intervention in the form of a Children and Families Assessment within timescales prescribed in Working Together to Safeguard Children.</p> <p>i. The assessment triangle in Working Together provides a model, which should be used to examine how the different aspects of the child’s life and context interact and impact on the child.</p> <p>j. Where the assessment identifies that a child is in need of support (CiN) and the outcome is continued social work involvement, the Social Work Practitioner should agree a multi-agency plan of action. The plan should be ‘SMART’¹² and set out what services are to be delivered, and what actions are to be undertaken, by whom and for what purpose.</p>

¹² Specific, Measurable, Achievable, Relevant and Timely

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	<p>k. CiN plans shall include contingency arrangements to escalate the level of response should the objectives not be achieved.</p> <p>l. CiN plans should be reviewed at regular intervals within locally agreed timeframes to analyse whether sufficient progress has been made to meet the child's needs and the level of risk faced by the child. Reviews shall be recorded within the plan and signed off by a Social Work Team Manager.</p> <p>m. CiN plans shall include evidence that the child/ren's wishes and feelings are recorded and taken into account.</p> <p>n. The Contractor shall provide a Social Work Practitioner as Lead Professional to implement CiN plans.</p> <p>Child/Children in Need of Protection</p> <p>o. A "Child in Need of Protection" is when it is believed or suspected that the child has suffered significant harm or is likely to suffer significant harm.</p> <p>p. The Children Act 1989 introduced the concept of 'Significant Harm' as the threshold that justifies compulsory intervention in family life in the best interests of children. The Act also gives local authorities a duty to make enquiries to decide whether they should take action to safeguard or promote the welfare of a child where there is reasonable cause to suspect that a child is suffering, or is likely to suffer significant harm.</p> <p>q. The Contractor shall replicate the local authority "duty to investigate" as required by Section 47 Children Act 1989, making available suitably qualified, registered and experienced social workers to undertake either single agency or joint agency (SW and Police) Section 47 type enquiries.</p> <p>r. The Contractor shall have arrangements in place so that this service is available 24 hours per day 365 days per year, to comply with the timescales prescribed in Working Together to safeguard children.</p> <p>s. The Contractor shall assume the role of Lead Agency for assessments where a S47 type enquiry has taken place. It shall provide an experienced social worker to act as Lead Professional and it shall operate as the link agency between all service providers, the family and the overseas location's Chain of Command.</p> <p>t. When a S47 type enquiry has identified any concerns for significant harm. The SWS must inform the local command and Defence Children Services (DCS) Welfare and Social Work Team Lead, in order to initiate an assessment of support needs.</p>

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	<ul style="list-style-type: none"> u. The Contractor is responsible for deciding what action to take and how to proceed following S47 type enquiries, however local host nation primacy arrangements must be considered in every case as well as powers under the AFA 1991 and any State of Forces Agreements (SOFA) which may impact the jurisdiction of the MOD in that specific location. v. Where concerns of significant harm are substantiated and the child is judged to be suffering or likely to suffer significant harm the Contractor should engage with the assessment of support needs in order to consider the need to repatriate the family to the UK as quickly as possible. w. Any application to the Court for an order would be made to the Judge Advocate under Part III of the Armed Forces Act (AFA) ¹³, since the Children Act 1989 does not apply outside the UK. However local host nation primacy arrangements must be considered and where appropriate and safe to do so, host nation local processes to safeguard children may be initiated in order for the family to remain in the overseas location. x. For children who are in need of immediate protection a decision shall be made by the Contractor on how to proceed, if removal is required, within 24 hours of receiving a referral (Section 22A Armed Forces Act 1991). y. In locations where the MOD are able to operate (either under the AFA or a SOFA), the contractor may consider initiating a Child Protection Conference and Child Protection plan in order to support the family in location without returning to the UK. This process must run parallel to the assessment of support needs to ensure there is no delay in child protection support if the family do require repatriation to the UK. z. If it is decided that child protection or legal proceedings need to be required in order to protect a child the Contractor shall: <ul style="list-style-type: none"> i. Be prepared to initiate a decision to apply for any assessment order or protection order (or any other child protection measure), with support from local command if this is required. ii. Participate in multi-agency decision making processes to decide on whether to proceed with an application. iii. Be the lead agency in any public law applications, including procuring any necessary legal advice and obtaining and preparing such evidence as is required for any application. iv. If an assessment order or protection order (or any other child protection measure) is obtained, to act in accordance with best social work practice in managing the situation and in particular in deciding whether to actually remove a child.

¹³ And as detailed in Memorandum 12 of Practice in the Service Courts Collected Memoranda Ver 5.

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	<ul style="list-style-type: none"> v. Be capable of acting quickly and responsively in circumstances where proceedings may be needed. vi. Be the link with UK local authorities in the event that public law proceedings may need to be initiated in UK if repatriation is needed. <p>Child Protection Planning</p> <ul style="list-style-type: none"> a. The Contractor shall prepare accurate balanced reports for initial and review conferences that set out and analyse what is known about the child and family including: <ul style="list-style-type: none"> i. A risk analysis based on current and historical information. ii. A recommendation as to which category of child protection has been met. iii. A Suggested Plan. iv. Views of the Child and Siblings. v. Views of the Parents/Carers. vi. Views of partner agencies and command representatives on the risks associated. vii. Views of local command and DCS on the supportability of the child/family in location b. The Contractor shall develop the outline Child Protection Plan into detailed multi-agency plan. The plan should be 'SMART' and set out what needs to change, by how much, and by when in order for the child to be safe and have their needs met. c. The Contractor shall review progress by leading regular Multi Agency Core Groups whose aim is to implement the Child Protection Plan, monitor progress and outcomes, and refine the plan as needed. d. The Contractor shall ensure that children subject to a Child Protection Plans are seen alone and heard by the social worker at an appropriate location and intervals agreed within the Child Protection Plan.

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	<ul style="list-style-type: none"> e. The Contractor shall ensure that children within families who are no longer meeting the threshold for a Child Protection Plan are stepped down to CiN services for an agreed timescale or Early Help where appropriate. f. If a child/ren subject to a Child Protection Plan moves out of the area to which the plan has been placed then the contractor shall ensure that a 'transfer-in conference' is requested to the LA in the area to which the child will reside. g. The Contractor shall ensure that the social worker attends any transfer-in child protection conference wherever possible. If it is not possible for the social worker to attend in person, the Contractor shall ensure that VTC/Conference Call attendance by the social worker is secured. h. The Contractor shall assist in repatriation of children and families where it is no longer practicable to offer a safe service in their current location.
3.	<p>Children who are or become “Looked After” and are subject to UK Statutory Review process</p> <p>A local authority may arrange (or assist in arranging) for a child for whom they are providing accommodation by voluntary agreement, to live outside England and Wales with the approval of every person who has parental responsibility for the child. In the case of a child who is in care, the court's approval must be sought.</p> <p>The contractor shall:</p> <ul style="list-style-type: none"> a. Work with the responsible authority to ensure suitable arrangements are in place for the ongoing supervision and reviewing of the placement in accordance with UK care planning regulations. b. Provide support to foster carers or private foster carers as required, who are deployed overseas.
5.	<p>Adoption</p> <p>MOD families who have adopted and are still receiving support from their placing local authority, may require continued support when they move overseas. Alternatively, prospective adopters may wish to begin the process of adoption during their overseas posting.</p> <p>The contractor shall provide:</p> <ul style="list-style-type: none"> a. Advice and guidance to potential adopters. b. Support to adopters and children in partnership with the placing authorities and adoption agencies, pre and post adoption.
6.	<p>Working in Partnership with UK Local Authorities and Defence Children Services.</p> <p>Prior to accepting an overseas posting, families must go through the Assessment of Support Needs as outlined within MOD policy. It may be identified that a child/ren are in receipt of Child in Need support or Child Protection as part of the assessment of support needs.</p>

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	<p>The Contractor shall:</p> <ul style="list-style-type: none"> a. Be approached by DCS who lead the assessment of support needs to provide a professional opinion on their ability to continually meet the family's needs prior to their posting being agreed. b. Where is has been agreed and the family found supportable for their overseas posting, work cooperatively with UK local authorities in the safe handover of the case to ensure continuity of support. c. Where a family has had emerging needs within an overseas location and are either found unsupportable or choose to return to the UK, The contractor must provide information and support as required to ensure that they hand over to the receiving local authority in order to discharge their duty of care to the family.
7.	<p>General</p> <p>The Contractor should be prepared to be involved in:</p> <ul style="list-style-type: none"> a. Child Death Review Process. b. Safeguarding Practice Reviews. c. Rapid Reviews d. The Assessment of Support needs (both pre-deployment and in location)

Adult Support Services

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General Requirements	
1.	<p>The Contractor shall:</p> <ul style="list-style-type: none"> a. Provide a 24 hour 365 days per year flexible and responsive statutory social work service to meet the needs of Adults at Risk within the Service Communities. b. Represent the Authority by making effective contribution to the Adult Safeguarding Agenda through provision of representation on Safeguarding meetings held by the Safeguarding Policy Team. c. Work closely with single service welfare teams to ascertain what support is available for those that are entitled to receive welfare support. d. Understand and participate in specific themes affecting the Adult population overseas such as Domestic Abuse, Emotional/Mental Health and general welfare concerns as outlined in JSP 770.
Specific Requirements	
2.	<p>Initial Response</p> <ul style="list-style-type: none"> a. The contractor shall provide a 24-hour 365 day per year contact, referral and assessment service that has a clear understanding of thresholds in order to receive, record and process initial contacts, and referrals on existing cases. b. Triage referrals for appropriateness, signpost or refer the service user to other agencies if appropriate where threshold for support under adult safeguarding has not been met.

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	<p>c. Allocate the case for social work intervention within locally agreed timescales where there is a risk of or evidence of safeguarding concerns for vulnerable adults.</p>
3.	<p>Adults at Risk</p> <p>The Contractor shall:</p> <ul style="list-style-type: none"> a. When required, support the assessment of the need for the provision of social care support for Adults at Risk, in conjunction with health and other professionals¹⁴. b. Provide or contribute to a written statement of need following an assessment. c. Ensure that all recording on adult files is up to date and monitored through supervision and regular case file audits. d. Ensure that cases are reviewed at agreed minimum intervals in line with UK Best Practice e. Liaise as appropriate with UK and overseas Local Authorities where vulnerable adults move between MOD overseas locations and back to the appropriate local authority, ensuring a smooth handover. f. Be prepared to make a recommendation, based on the professional assessment of need and liaison with health and other professionals as to the supportability of the adult within that specific overseas location, considering the jurisdiction of the MOD dependant on and State of Forces Agreements and the Armed Forces Act 1991. g. Work closely with the overseas command in location, providing subject matter expertise in the safeguarding of any adults assessed to be at risk, to ensure the local command are able to consider relevant service law in relation to the specific case.

¹⁴ The Care Act 2014 sets out the local authorities' duties in relation to assessing people's needs.

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	<p>Carers</p> <p>h. When requested, support the assessment of the need for the provision of social care support for carers of Adults at Risk, in conjunction with health and other professionals.</p> <p>i. Undertake a Young Carers Assessment where it has been identified an adult requires support and is receiving such support from their dependants.</p> <p>j. Be prepared, when required; to make a recommendation of the need of any carers within the family unit and identify ongoing support through signposting and liaising with partner agencies.</p>
	<p>General</p> <p>The contractor will be required to engage with:</p> <ul style="list-style-type: none"> a. Safeguarding Practice Reviews b. Rapid Reviews c. The assessment of Support needs (both pre-deployment and in location) d. Specific Safeguarding Working Groups: I.E Domestic Abuse

Non-Statutory Support Services

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Specific Requirements	
1.	<p>The Contractor Shall:</p> <ul style="list-style-type: none"> a. Provide up to date and localised Level 3 Safeguarding Training, on a rotational basis to ensure the continued offer for changing personnel for all overseas locations covered within this contract. b. Work alongside single service welfare provisions to jointly deliver Level 2 Safeguarding Training, on a rotational basis to ensure the continued offer for changing personnel for all overseas locations covered within this contract. c. Ensure accurate recording within case files occurs, is monitored through supervision, and regular case file audits happen. d. In consultation with the Authority, ensure that services respond to local needs and can match emerging trends and themes. e. Ensure all staff receive the appropriate level of Supervision, Support and Continued Professional Development. f. Ensure robust quality assurance, which is to take place by way of audit, monitoring, review and inspection measured against the KPIs. The outcome of this process to be reported to the Authority at regular intervals as decided by the Authority but at no greater than three monthly intervals. The report to include proposed remedial actions for shortfall or those developmental needs that are identified.

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	<p>g. For both children and adults, engage with the Assessment of Support Needs policy and process in order to support commands overseas and Defence Children's Services Overseas Educational Supportability Team with any emerging needs which may influence a child/young person, families or individuals ability to remain in overseas locations.</p> <p>h. Hold a good level of understanding of Host Nation legal systems and statutory processes in regards to safeguarding children and adults, understanding when to engage the host nation and seeing legal advice as and when required.</p>
Optional Requirements	
2.	<p>The contractor shall</p> <ul style="list-style-type: none"> a. Provide intervention in the form of Individual Family Support or Parenting Groups to children/families who fall below the threshold for statutory "type" intervention. b. The contractor will NOT act as lead professional, but provide either a targeted intervention alongside Early Help, or accept referrals onto a relevant parenting group from Early Help colleagues for the family. c. These cases are not open to "statutory type" services and do not require Social Work assessment unless the risks and concerns escalate at which point a seamless transition to S17 support can occur known as "Step up to Social Care". d. Any intervention offered from this service is voluntary and a separate referral process should be designed to ensure a clear understanding of request, roles and responsibilities. e. The contractor must always make it clear to both the professionals and the families/individuals at which threshold the support received sits to ensure there is no conflict of interest or misunderstanding of each professionals' roles and responsibilities. f. The contractor will work with the MOD Early Help Co-ordinator where they identify any themes, trends or concerns at Targeted or Early Help support across overseas locations.

Key Performance Indicators, Governance and Assurance

TABLE 1 – KEY PERFORMANCE INDICATORS (KPI) – Statutory Type Services

Performance Indicator	Performance Criteria	PI Threshold	Performance Measures
Central Referral Process			
P1.1 Contacts	All Contacts into the Central Referral Team are reviewed by suitably qualified staff and a professional response provided within 1 working day.	98% > Green 90-97.9% Amber 89.9% < Red	Evidence that all Contacts into the service receive a professional response via telephone/email within required timescales. Evidence response times for all Contacts including data gathered from partner agencies. Automated/generic responses will not count towards meeting this KPI threshold.
P1.2 Referrals	A social work qualified practitioner has triaged all referrals within 3 working days from the date of the initial contact.	≥95% Green 90-94.9% Amber ≤89.9% Red	Data provided to evidence number of referrals against number of notifications within the specified timeframe (3 working days). Evidence gathered by the authority from partner agencies on response times/outcomes to be included in quarterly data.

P1.3 Referrals	The referring agent and the family/individual have been informed of the outcome of the referral and clear pathway for next steps within 3 working days of the initial contact.	≥95% Green 90-94.9% Amber ≤89.9% Red	Data provided to evidence number of multi-agency assessments undertaken within the specified timeframe (3 working days). Evidence gathered by the authority from partner agencies on consultations as part of the multi-agency assessment.
P1.4 Risk of Harm	Where evidence of significant risk of harm has been identified, Social work qualified practitioners have been made available to respond with immediate effect, 24 hours a day, 365 days per year.	≥95% Green 90-94.9% Amber ≤89.9% Red	Evidence that responding social worker has provided an initial response including a decision on how to proceed, initial responses to be provided within 1 hour.
Assessment + Timeliness			
PI 2.1 Timescales	All Child in Need (social work) Assessments or Adult Safeguarding Assessments to be completed within timescale agreed with the authority.	≥95% Green 90-94.9% Amber ≤89.9% Red	Each assessment shall be completed and authorised within 45 days of the referral being received into the Service ¹⁵ . Evidenced through case audits. Evidence through feedback from partner agencies and service users
PI 2.2 Assessment framework	Every child and family assessment or Adult Safeguarding Assessment must be undertaken using an assessment framework which takes a systematic approach to conduct a holistic assessment.	≥95% Green 90-94.9% Amber ≤89.9% Red	Evidence the provider has undertaken thorough file audits. Feedback from the parents/carers on quality of assessment shared with their family. Case Study Evidence.

¹⁵ Working Together to Safeguarding Children 2023, assessment timeliness

	All assessments must be shared with the family and with consent shared with partner agencies on completion to inform multi-agency working		Number of assessments shared with families. Number of assessments shared with partner agencies with consent.
PI 2.3 Childs voice	Every assessment must be informed by the views of the child and the family or the individual, and a child's wishes and feelings must be sought to inform the assessment for Child/family assessments.	≥95% Green 90-94.9% Amber ≤89.9% Red	Case study examples and audits.
PI 2.4 Thresholds for support	Every assessment undertaken is SMART (Specific, Measurable, Achievable, Relevant and Timely).	≥95% Green 90-94.9% Amber ≤89.9% Red	Data analysis of outcomes of assessments (are assessments leading to support and intervention as this indicates good threshold decision making). Case Audits of assessments undertaken and presented at the contract management board.
P1 2.5 Reviews and Timescales	All cases open over 6 months have received an updated/review assessment to ensure timely intervention and no drift.	≥95% Green 90- 94.9% Amber ≤89.9% Red	Data analysis of length of open cases. Data analysis of number of review assessments undertaken for cases open over 6 months. Closure data to be provided each quarter.
Management Oversight			
PI 3.1 Manager Oversight	All referrals into the CRT to receive management oversight by a suitably qualified manager.	≥95% Green 90-94.9% Amber ≤89.9% Red	Data analysis on the number of referrals received and those with management oversight.

P 3.2 Managers Oversight	All Child and Family assessments AND Care Act assessments have received appropriate management oversight from a social work qualified manager prior to being finalised.	≥95% Green 90-94.9% Amber ≤89.9% Red	Data analysis on the number of Child and family assessments, Care Act assessments and Personal Family Support assessments that have received oversight from a social work qualified manager prior to being finalised.
Children in Need of Support			
PI 4.1 Child in Need Allocation	All children/families identified by CRT as requiring CiN assessment, must be allocated to a Social Work practitioner and contact made with the family within 5 working days of initial referral	100% (Mandatory)	Data analysis for CMB report.
PI 4.2 Child in Need timescales	All Child in Need plans set out clear timescales which outlines: the visit timescales and review timescales reflective of Best UK Practice.	100% (Mandatory)	Case study to be provided Data analysis for report Case Audits with % of all visits undertaken within the agreed timescales.
PI 4.3 Child in Need Support	All support provided under Child in Need is clearly outlined within a CiN plan and reviewed regularly with the family and any other agency providing support, in line with UK best practice.	100% (Mandatory)	Case study to be provided. Data analysis for report Feedback from families and partners collected by the contractor presented clearly.

PI 4.4 Child in Need Support	All children and families supported under CiN, should have a threshold of risk review at every review period for consideration of Step down to Early Help or escalation where intervention has not made sustainable change	100% (Mandatory)	Actual Number of CiN reviews taken place in each quarter, with data of outcome: 1. Step down to EH 2. Close NFA 3. Continue CiN 4. Consider step up to CP
PI 4.5 SMART planning	All planning for children and families, whether it be Child in Need or Child Protection set SMART targets that promote multi-agency planning.	≥95% Green 90-94.9% Amber ≤89.9% Red	Case Audits evidence SMART plans. Data evidence multi-agency planning and engagement (e.g. how many CiN meetings held this quarter, how many agencies attended).
Children at Risk of Harm			
PI 5.1 Child Protection Strategy Meetings	All Strategy Meetings held to ascertain risk of harm threshold to be held within 48 hours of the contractor being notified of concern	100% (Mandatory)	Data analysis provided within quarterly report
PI 5.2 Child Protection Enquiries	Where the outcome is a joint or single agency Child Protection Enquiry (S47 type), The contractor must conduct the investigation within 15 working days.	100% (Mandatory)	Data analysis provided within quarterly report
PI 5.3 Child Protection Enquiries	Where Child Protection cases are worked, the contract must provide evidence of the consideration of both Host Nation laws and any SOFA/AFA jurisdiction to evidence decision making in each case.	100% (Mandatory)	Data analysis provided within quarterly report. Ongoing reporting on a case by case basis to the Designated Officer for the contract.

PI 5.4 Child protection timescales	All child protection (type) conferences are to be held within 15 working days of the initial strategy meeting. All review child protection conferences are to be held within appropriate time scales (initial review conference 3 months, all after are 6 months).	100% (Mandatory)	Data analysis. Case Study to be provided.
PI 5.5 Child Protection visits	All Child Protection plans set out clear visiting schedule, where children are seen every 10 working days (or less depending on risk)	100% (Mandatory)	Case study to be provided. Visit Data to be provided.
PI 5.6 Face-to-face Child Protection Visits	At least one Child Protection visit should take place face-to-face, evidencing the contractors commitment to assessing risk in person within the specific overseas location.	90% - Green 70 -89.9% - Amber <69% - Red	Data analysis of any overseas travel to undertake face-to-face visits. Evidence provided to outline why an overseas visit has not been achievable.
Adult at Risk			
PI 6.1 Adult Safeguarding Assessment	All referrals identified by CRT to require social work assessment, must be allocated and contact made with the individual within 3 working days of the referral received.	90% - Green 70-89.9% - Amber <69% - Red	Data analysis of timeliness of allocation and contact made with the individual
PI 6.2 Adult Safeguarding Assessment	All Adult Safeguarding Assessments must clearly outline the assessment of Need for that individual as outlined in The Care Act 2014.	100% (mandatory)	Case study to be provided.
PI 6.3 Carers Assessment	All Carers Assessments (including Young Carers) must clearly outline	100% (mandatory)	Case study to be provided.

	the assessment of Need for that individual as outlined in The Care Act 2014		
PI 6.4 Support Provided	All support provided to Adults at risk, carers and young carers must be in line with UK best practice and a robust risk management plan implemented.	100% (mandatory)	Data analysis of number of open cases. Case study of risk management to be provided.

Table 2 –Key Performance Indicators – Non Statutory Services

Performance Indicator	Performance Criteria	PI Threshold	Performance Measures
Safeguarding Training			
P7.1 Level 2 Safeguarding Training	Level 2 Safeguarding training has been made available (jointly with single service welfare) to overseas locations	95% - Green 70-84.9% - Amber <69.9% - Red	Evidence of any requests for L2 training and how they are being met. Data of number of L2 safeguarding training provided in each CMB report.
P7.2 Level 3 Safeguarding Training	Level 3 Safeguarding training has been made available to overseas locations	95% - Green 70-84.9% - Amber <69.9% - Red	Evidence of any requests for L3 training and how they are being met. Data of number of L3 safeguarding training provided in each CMB report.
Family Support and Parenting Groups (optional services)			
P 8.1 Family Support Allocation	Number of cases referred in that do not meet threshold for Statutory Type, but require Family Support to prevent escalation under Early Help; to be allocated within 5 working days.	95% - Green 70-94.9% - Amber <69.9% - Red	Data analysis provided.

P8.2 Family Support Intervention	Services provided under Family Support must have an Early Help Assessment undertaken by a Lead professional other than the Social Work Service.	95% - Green 70-84.9% - Amber <69.9% - Red	Number of cases referred for support without an Early Help Assessment in place. Number of cases referred for support with an Early Help Assessment in place.
P8.3	Where it has been identified as a need, a Parenting Group has been offered to meet the needs of the families.	95% - Green 70-84.9% - Amber <69.9% - Red	Evidence of data capture to suggest a parenting group would be beneficial. Number of parenting groups ran per quarter, to include location and number of attendee's.

Annex E to
SOR SWS

Management Information

Management Info. No.	Information Requirement	Notes
Statutory Type Services		
M 1	Number of contacts into the CRT broken down into geographical location and contact ¹⁶	Enables understanding of types of contacts and spread of enquiries received. To be shown as a split "Child" or "Adult at Risk" query, "in this reporting period" and "total since start of contract".
M 2	Number of contacts that resulted in a referral to statutory type threshold (CiN, CP, Adult Services) broken down into geographical location and contact.	Gives an indication of the spread of service support. Also an indication of where contacts are coming from and therefore the level of understanding of referral thresholds.

¹⁶ Police, Health, Education, Anonymous, Community, Welfare, UK LA, Subject Access Request etc

Management Info. No.	Information Requirement	Notes
M 3	Numbers of new statutory type cases opened, by geographical area, in the reporting period.	Gives an indication of the spread of service support. To be broken down by Child in Need; Child Protection; Adults at Risk To be shown as “in this reporting period” and “total since start of contract”
M 4	Number of statutory type cases which remain open from the previous reporting period, by geographical area.	Gives an indication of the length of time cases remain open. To be broken down to CiN, CP and Adults at Risk
M 5	Numbers of cases closed, by geographical area, in the reporting period.	Gives an idea of the throughput of work
M 6	Numbers of re-referrals, by geographical area, in the reporting period in the last 12 months.	May assist with understanding whether the original intervention was effective enough and/or identifying any local issues which may be the cause of the re-referral. To be broken down by Child in Need; Child Protection; Adults at Risk
M 7	Total numbers of open cases, by geographical area.	Gives an indication of the spread of service support demand. To be broken down by Child in Need; Child Protection; Adults at Risk.
M 8	Provide a breakdown of the main concerns raised to initiate statutory intervention. For example: Parental Mental Health, Neglect, Behaviour, Domestic abuse, Substance misuse ¹⁷	Provides a comparable measure of referrals where parental problems are a contributory factor, by geographical area.
M 9	Number of Child in Need assessments started within the reporting quarter. Broken down by geographical location.	Provides an understanding of practitioner case load and locational trends.

¹⁷ Not limited to.

Management Info. No.	Information Requirement	Notes
M 10	Completion timeliness of Child in Need assessments completed within that reporting quarter.	Provides an understanding of timeliness of support and assessment of the case. To be broken down to completed within: Under 10 days Under 25 days Under 45 days Over 45 days – Justification required linked to KPI 2.1
M 11	Number of Initial Child Protection Conferences (ICPCs), by geographical area, held in the reporting period.	Provides a measure of Section 47 type enquiries that result in the calling of an ICPC.
M 12	Numbers of Child Protection enquiries (Section 47 type), by geographical area, in the reporting period.	Gives an indication of the quantity of CP cases.
M 13	Rate of Section 47 type enquiries compared to previous quarter and previous year.	Provides a comparable measure of numbers of section 47 type enquiries carried out.
M 14	Number of children no longer subject to Child protection support (stepped down) within the reporting period, and by geographical location. Including length of time the child was on the child protection plan.	Provides a measure of Children been stepped down from Child protection plans and successful outcomes for children.
M 15	Number of children who remain on child protection plan from the previous quarter.	Provides a measure of the average time a child is subject to a Child protection plan before they are stepped down.
M 16	Number of Child Protection Plans lasting two years or more.	Provides an indication of case drift/issues not being resolved.

Management Info. No.	Information Requirement	Notes
M 17	Number of children becoming the subject of Child Protection Plan for a second or subsequent time (within two years).	Provides an indication of the effectiveness of the original CPP.
M 18	Total number of transfer in conferences requested in this period, by geographical area	Provides an indication of activity, by geographical area.
M 19	Number of changes of social worker in contact with a child from first contact with children's social care.	Provides an indication about the consistency of relationships between providers of services and children and underlines the importance of continuity.
M 20	Average worker caseload of statutory type work (CiN, CP, Adult at Risk)	Enables workload monitoring.
M 21	Number of children and young people engaged with support who report that they feel safe at home, in school and in their local community.	It is crucial that feedback from children and young people is sought so that it can inform learning and drive service improvement.
M 22	Number of parents engaged with children's social care services who agree that their views were listened to by professionals.	It is crucial that feedback from all service users is sought so that it can inform learning and drive service improvement
M 23	Number of children, families and individuals who felt the support received has made a positive impact on their lives.	It is crucial that feedback from all service users is sought so that it can inform learning and drive service improvement.

Management Info. No.	Information Requirement	Notes
M 24	The number of requests for advice on private fostering which were dealt with by the Contractor in the period, and by geographical area.	Provides an indication of the prevalence of fostering cases as well as an indication as to how far the community is aware of the service provision.
M 25	Number of requests for adoption advice received by the Contractor in the period.	Provides an indication of the prevalence of adoption cases as well as an indication as to how far the community is aware of the service provision.
M 26	Details of interactions with Local Authorities within the reporting period.	Provides an indication of occurrences.
M 27	Number of young carer assessments undertaken in the reporting quarter, broken down by geographical location.	Provides indication of the number of young carers providing support to parents/carers.
Non-Statutory Services		
M 28	Total number of Local Safeguarding Partnership Boards (LSPB) attended during the reporting period, and by geographical area.	Provides indication of demand on the contractor for this aspect of the requirement.
M 29	Total number of Defence Working Groups attended during the reporting quarter.	Provides evidence of wider Defence Safeguarding involvement and understanding.
M 30	Number of partner agencies and commands who have attended L2 Safeguarding training in the last quarter, broken down in geographical location.	Provides indication of those in overseas spaces accessing L2 Safeguarding training.
M 31	Number of partner agencies and commands who have attended L3 Safeguarding training in the last quarter, broken down in geographical location.	Provides indication of those in overseas spaces accessing L3 Safeguarding training.
Optional Services		

Management Info. No.	Information Requirement	Notes
M 32	Number of referrals for Family Support at Early Help or Targeted intervention level, broken down by geographical location.	Provides evidence of the needs within each geographical location.
M 33	Number of Family Support (non-statutory cases) opened that reporting quarter, broken down by geographical location.	Provides evidence of the needs within each geographical location.
M 34	Number of Family Support (non-statutory cases) which remain open from the previous reporting quarter, broken down by geographical location	Provides evidence of the needs within each geographical location.
M 35	Number of Parenting Groups ran across the quarter, broken down to geographical location.	Provides evidence of the needs within each geographical location.
M 36	Number of statutory type cases which were successfully stepped down to Early Help, with the lead professional identified.	Break down of service the lead professional represented; school/health etc.

Governance

Meeting	Schedule	Outline Terms of Reference
Contractor's Quarterly Report	3 Monthly	A quarterly report to the Authority based upon the agreed objectives, specifications, Key Performance Indicators (KPI) and Management Information (MI) requirements laid down at Appendix 3. This Contractor's Report shall comment on current performance and progress in implementing Action Plans deriving from any audits. The report shall seek to compare the figures in the Management Information relating to the Service Communities to whom the services are provided, against UK National statistics ¹⁸ , unless the Authority decides otherwise. The report shall be distributed to the Contract Management Board (CMB) attendees no less than 7 days prior to the Board meeting.
Contract Management Board (CMB)	3 Monthly	A forum attended by a Representative(s) of the Authority, Local Commands, Senior Contractor representative(s) and an Authority's Commercial Officer which scrutinises and challenges the service against this SOR. It will consider the most recent Contractor's Quarterly Report, which should be with CMB members no less than 7 days prior to the meeting. The report and the CMB are the primary means of 'Holding to Account' the service provider. This forum sets strategic direction by reviewing financial, contractual, over-arching issues and risks, and authorises MOD needs in relation to the contract. The CMB will commission Internal Independent Reviews (IIR) using MOD professional resources.
Local Safeguarding Partnership Board (LSPB)s	Regular attendance. Each location will hold	Overseas Commands supporting children should establish a LSPB. Whilst the CMB will mainly focus on the Contractor's performance, these forums' consider the Service Community's safeguarding occurrences and any trends, and provides the necessary direction and operating framework to ensure that all relevant organisations focus on their safeguarding responsibilities. Each core agency should be represented, including the statutory welfare Contractor's representative, Service police, the health

¹⁸ As derived from The Children's Safeguarding Performance Information Framework.

Meeting	Schedule	Outline Terms of Reference
	minimum of 3 per year.	service, education etc. Where a Service Community population renders this unachievable, a Safeguarding Committee should be formed, or links to the nearest LSPB.
Local Commander/Contractor Meeting	Ad hoc, as required	The local Commander may wish to meet with the contractor from time to time to discuss aspects of the service in their community. The contractor will make itself available for such meetings.

Assurance

Ser.	Description
1.	<ul style="list-style-type: none"> a. The Contractor shall develop quality assurance systems in its daily operations to ensure that service provision meets, or better, the Service Specifications of this SOR and measured against the contracted Key Performance Indicators (KPIs) and Management Information (MI) requirements. The Contractor's systems and outcomes shall be made visible to personnel nominated by MOD. b. KPIs and MIs should provide the Authority with assurance on quantity, quality and outcomes – both in statutory and any non-statutory social work services. Proposals to change KPIs and MIs shall normally be raised 3-monthly at the CMB. Following negotiation between the Authority and the Contractor, formal Contract Amendment shall be made.
2.	<ul style="list-style-type: none"> a. The Contractor shall conduct monthly audits; the outcomes shall be utilised to develop and modify service provision, in discussion with the CMB where necessary. In each area, the audit regime shall also measure performance against good practice standards. b. The CMB may require additional assurance to feed into Defence Assurance processes and act as a second line assurance for social work services. The contractor shall comply with any request from the MOD representative to engage with second line assurance processes. c. Defence may request a third party assurance be commissioned. The contractor must be prepared to engage with any Independent Review put in place. The Contractor shall prepare and implement Action Plans which fully respond to the outcomes of the Reviews and shall do so in timeframes appropriate to any risks that the Reviews identify.

Ser.	Description
3.	<p>Reporting of performance outcomes to the CMB shall be on a three-monthly basis, by way of a single Contractor's Quarterly Report. This Report shall cover the complete three-month period and indicate outcomes against KPIs and MIs, and make relevant, supporting comments. The Contractor's Quarterly Report is to include two identifiable strands:</p> <ul style="list-style-type: none"> a. Current contract performance showing overall outcomes and what if anything is necessary (such as an action plan) to influence practice and optimise outcomes. b. Progress which responds to the latest second line assurance review or third party assurance/independent review.
4.	<p>Contractor shall develop a Quality Assurance (QA) process which gives the CMB a high degree of assured confidence that children's, families, young people and Adults at Risk lives and situations were improved by the service provided and clear understanding of the specific nature of the improvements. The QA process shall also provide feedback on performance to the Contractor itself, thereby promoting learning and service improvement.</p> <p>The contractor shall implement a Quality Assurance (QA) Framework that:</p> <ul style="list-style-type: none"> a. Identifies a named Manager who is accountable for implementing the QA Framework. b. Identifies good practice standards (articulated to and accepted by the CMB) for each of the service areas. c. Includes a programme of monthly case file audits undertaken by the Contractor. d. Ensures review and scrutiny of performance against standards by Senior Management at monthly intervals. e. Facilitates the CMB's involvement (including unannounced involvement at any stage of the QA process) within the QA Framework. f. Captures accurate information on cases that can be reflected in the Contractor's Quarterly Report which: <ul style="list-style-type: none"> (1) Reflects the story behind the data and figures. (2) Explains why a particular KPI has not been fully achieved (i.e. is below the contractually agreed standard). (3) Allow the parties to agree what immediate actions, if any, are necessary to deliver improvements. g. The Contractor shall:

Ser.	Description
	<p>(1) Work with the Authority continuously during the contract lifetime, with initiatives from both parties, to ensure that the Social Work Service is consistently fit for purpose and represents good value for money.</p> <p>(2) Have in place an effective system for ensuring that the information required to judge attainment of the KPIs is held. This information consists of the output from the Contractor's records, their file audit process, and the MI.</p> <p>(3) Provide as a minimum the Management Information but in addition the Contractor should consider developing and providing additional MI (such as user involvement surveys) as is necessary to further support compliance with the KPIs and also to inform the Authority more broadly.</p>