



Targeted Youth Services Updated Draft Commissioning Plan, July 2017



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Introduction

This Commissioning plan outlines the commissioning model for future youth services. Bristol City Council is moving towards a much more integrated way of working with children, young people and families of all ages and we see these services as a key part of this. We recognise that the Council can no longer do everything and we need to work together with other partners to deliver effective co-ordinated services.

The services outlined in this plan represent only a small part of what's on offer for children and young people across Bristol. Much of the work in Bristol is undertaken by voluntary organisations and sports clubs, church and community groups, scouts, arts and theatre projects. Against this diverse backdrop we want these new contracts to also help foster an environment where organisations are more able to work together to provide the things that children and young people need. As the face of local government in the city changes we hope that these contracts will enable organisations to continue delivering successful youth projects in Bristol.

This commissioning exercise sits with the Bristol Children and Families Partnership Board and the priorities are drawn from the published strategy¹.

A group of Young Commissioners are helping to inform the commissioning of these services and make decisions on the outcome. They have been working with the commissioning team since November 2016 to understand the services, learn the skills of commissioning and prepare to help with the evaluation of the tenders.

Purpose of Document

This commissioning plan aims to reflect key principles and has been written as a result of listening to feedback on what has worked with the current Bristol Youth Links (BYL) contracts, and feedback from the engagement and the formal consultation phase on the draft Commissioning plan for the new targeted youth services. The formal consultation process ran from 2nd February 2017 to 27th April 2017.

National Youth Policy

At the time of writing this Commissioning Plan, the Government has put on hold the new youth policy statement that was due autumn 2017. Once published it will signal the importance that government places on non-formal and informal learning opportunities in helping young people to develop skills for life and work, and deliver positive outcomes for the wider community. This includes universal and open access youth provision, social action, youth voice activities and structured activities and programmes including the National Citizen Service. Targeted Youth services will contribute towards the aims of the National Youth Policy.

¹ [The Bristol Strategy for Children, Young People and Families](#)

Strategic Outcomes

By providing access to a range of participation opportunities, such as play, recreation and sport, information, advice and guidance, Targeted Youth services will contribute towards the achievement of a number of strategic goals.

The Children and Families Partnership Board have published the following strategic outcomes in the [Children, Young People and Families Strategy](#), which will represent the overarching outcomes for future services, ensuring children and young people are:

- Safe & Nurtured
- Healthy & Active
- Respected & Involved
- Responsible & Achieving

The overarching priorities from the Strategy for Children, Young People and Families are:

1. Emotional Wellbeing
2. Safe and inclusive communities
3. Education employment and skills
4. Housing

In [Our Journey Together](#), young people and organisations working with young people, have shared these key messages:

- Set clear priorities
- Use resources collectively
- Intervene early
- Make services relevant and accessible

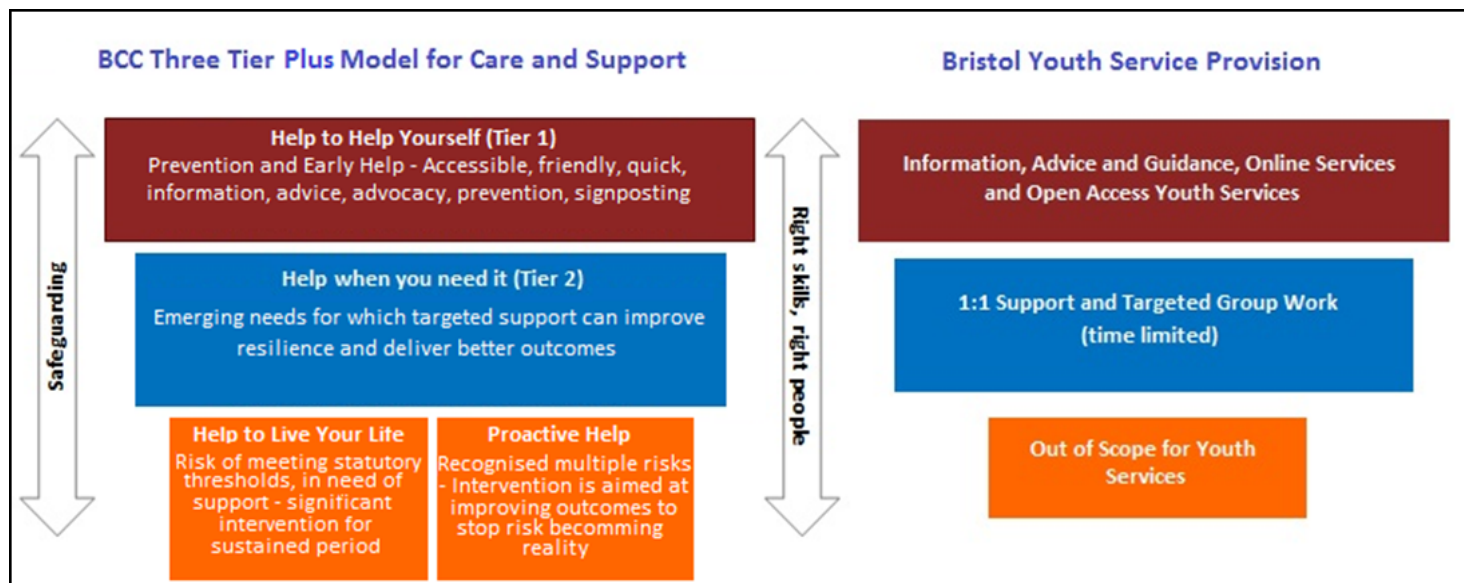
Young people have produced their own detailed explanation of what this means for them.²

- Enabling children and young people to have a **healthy body, healthy mind** by providing activities to develop confidence and enhance health and wellbeing.
- Making sure children and young people feel **active and safe in their communities**, by providing opportunities for decision making, and collaborate to combat bullying, gangs, racism, drugs/alcohol.
- Ensuring children and young people can access a **Curriculum for life** by acquiring informal education such as relationship and sex education, equalities, keeping safe.
- Working together to achieve a **child and young people friendly city** by using resources to secure a sustainable future.

² [Our Journey Together: Young People's Priorities in Bristol](#)

Bristol City Council's Three Tier Model for Care and Support

Bristol City Council has adopted a three tier model for service provision which we are



applying across our work. It is important to note that a young person can access all three levels at once.

We aim to build resilience in all our citizens through all the services we provide. We believe a resilient city is one where people are able to help themselves and help one another. However we also recognise that people need extra help from time to time (Help when you need it) and this is where we see Bristol Targeted Youth services operating. In the model shown you will also see Proactive Help; this reflects our commitment to using our knowledge and evidence to reach out to people early. With this in mind we are looking for proactive engagement from our youth services.

In particular Bristol Targeted Youth services will need to work with priority groups, who may be receiving support at any level of need from other professionals and may need help to access targeted and universal provision. These priority groups include but are not limited to:

- Children in care and care leavers
- Young carers
- Teenage parents
- Young people at risk of entering the criminal justice system
- Young Offenders
- Young people with special educational needs and disabilities
- Children of parents misusing substances

Young people facing these issues tend to be more prevalent in areas of deprivation in the city.³

³ The '[Framework of Outcomes for Young People](#)' (Young Foundation, 2012) shows that young people who make successful transitions in their lives have 7 clusters of 'social and emotional capabilities'. Young people who successfully

Statutory Duties

A statutory duty is something that the Council must do or provide by law. The Council will deliver its statutory duties through its Targeted Youth services, and the new service delivery model will need to contribute towards the duties outlined below, on behalf of the Council.

Participation in Learning (Education and Skills Act 2008)

The Council must secure suitable provision for all young people in their area, to support and promote effective participation of young people in education and training up to the age of 18 (or up to 25 for young people with special educational needs and disability (SEND)). Local Authorities must also make tracking arrangements to identify 16 and 17 year olds who are not participating in education or training. Making arrangements to identify young people who are not engaged, who are at risk of dropping out of learning or who have left provision enables Local Authorities to offer support as soon as possible. There is also an expectation that Local Authorities will continue to track and support vulnerable young people up to the academic year in which they turn 18. Bristol City Council has agreed with Central Government that they will continue to track and support the following young people:

- Care Leavers
- Children in Care
- Teenage Mothers
- Young people previously in Alternative Education
- Young people who received free school meals/pupil premium funding
- Young people previously NEET
- Young People who had a RED Risk of NEET (RONI) Indicator Score
- Young people previously on youth offending orders

Securing Access to Positive Activities

The most relevant statutory duty relating to youth services is the duty to secure access to positive activities. The Local Authority is required to ensure, so far as reasonably practicable, that young people have access to sufficient educational leisure-time activities which are for the improvement of their well-being, personal and social development and successful progression into adult life. This includes sufficient facilities for such activities; that activities are publicised; and that young people are placed at the heart of decision making regarding the positive activity provision. The duty applies to young people aged 13 – 19, and up to 25 for young people with learning difficulties.

Special Educational Needs and Disabilities (SEND) Local Offer

transition into independent adulthood have developed certain skills and capabilities which are transferable, and enable young people to successfully navigate different challenges. Play, youth and support organisations help children and young people develop these capabilities through their work, playing an important role in early intervention before they reach crisis point.

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Under the Children and Families Act 2014 (section 30) all Local Authorities in England must publish information about what provision it expects to be available to support children and young people with SEN or a disability that they are responsible for those who i.e. live in the Local Authority's area.

The Value of Youth Work

Youth workers engage with young people by building relationships of trust and mutual respect. Their principal role is to be a social educator, guide and mentor. They offer learning, support and challenge to young people, and encourage them to make informed decisions. At the same time, they advocate on young people's behalf when necessary with other services, groups and agencies ([Youth Work in England 2004](#))

Research has shown the central importance of young people's relationships with a trusted adult in reducing risk and building resilience and there are important protective effects that a trusted adult can have on a young person ([Public Health England 2015](#)).

In a [study](#) two thirds of young people reported that youth work had made a considerable difference to their lives including increased confidence, making new friends, learning new skills, making decisions for themselves, and feeling more able to ask for help and information when needed. Almost three out of five young people reported that youth work had helped them better understand people who are different from themselves, and more than two out of five said they thought their prospects of finding a job had also been improved through engagement in youth work activities.

A [report](#) found that young men who are NEET between the ages of 16 and 18 have poorer life chances than their peers. They are 4 times more likely to be out of work, 5 times more likely to have a criminal record, 6 times less likely to have qualifications and 3 times more likely to have depression. All these impact on an increased cost of public services to benefits, justice, and health services.⁴

We want the new targeted youth services to focus on young people who are at risk of not fulfilling their potential or who are at risk of poor outcomes, to support them to overcome barriers, develop resilience and make successful transition to adulthood.

Consultation feedback summary

The formal consultations started on 2nd February 2017 and finished on 27th April 2017. The consultation used a variety of methods to gather views about the draft plan including consultation events, provider meetings and Councillor Briefings. Consultation events were advertised via Voscur, via email to key stakeholders, through notifications on

⁴ Against the odds' re-engaging young people in education, employment or training, Local government July 2010.

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Bristol City Council Facebook and Twitter, and Local press releases. There was also a draft commissioning plan for young people, and separate consultation questions aimed at young people to encourage their engagement.

Full feedback from the consultation can be found in the Consultation report available here: <https://bristol.citizenspace.com/people/targeted-youth-services-commissioning-plan/>

The Future of Youth Services in Bristol

The commissioning plan aims to achieve services that:

1. Align with other support for children, young people and families across the city, championing early intervention and whole family working.
2. Support the wider youth sector to create and sustain a range of exciting opportunities for local young people
3. Are inclusive, promoting equalities work and ensuring provision is accessible to all children and young people
4. Offer positive activities that are engaging but that also build resilience and promote self help
5. Collaborate to provide a diverse offer and make the best use of resources
6. Specifically target support in areas and populations of need
7. Show best practice and place emphasis on securing provision that continually seeks to improve itself
8. Offer the opportunity for learning and skills development
9. Deliver value for money (economic, efficient and effective services)
10. Are flexible to meet changing needs in areas or emerging issues
11. Have a clear commitment to include the voice of children and young people in service design, delivery and increased involvement in the democratic process
12. Provide information, advice and guidance and opportunities for personal challenge and growth

Outcomes

The ambition for Bristol is that the city should be able to provide access to inspiring, positive, fun and challenging opportunities that will help children and young people develop their confidence, creativity, resilience, raise their aspirations and contribute to their positive mental health. Children and young people will access these services in different ways and for different reasons.

Bristol Targeted Youth Services will ensure that young people who need some extra help are able to access these opportunities and benefit from what the city offers as well as continuing to invest in creating a sustainable and diverse youth sector.

The services will work towards the overarching outcomes and priorities from Bristol's Strategy for Children, Young People and Families.

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Safe & Nurtured	<ul style="list-style-type: none">• Have the best possible start in life; protected from abuse, neglect or harm, at home, at school and in the community, with a secure and supportive network of family or carers and friends• Live in a nurturing home, in a family setting, with additional help or adaptations if needed, or, where necessary, in a suitable care setting• Live in safe and stable accommodation, free from financial exclusion and fear, indoors and out; giving the permanence and security upon which they can build
Healthy & Active	<ul style="list-style-type: none">• Have the best physical and mental health possible, access to suitable health care and support in learning to make healthy, safe choices from the outset• Engage in opportunities to have fun and take part in activities, such as play, recreation and sport, which build independence and contribute to healthy growth and development at home, in education and in the community
Respected & Involved	<ul style="list-style-type: none">• Are heard and have control in decisions that affect them and the communities in which they live and learn• Aware of how their views, opinions and experiences have helped shape Bristol; the opportunities and services available to them and the physical environment• Show respect, care and pride for other faiths, communities, cultures, identities, abilities, backgrounds and experiences, and feel that their own identity is valued by other people
Responsible & Achieving	<ul style="list-style-type: none">• Supported and inspired in lifelong learning and in the development of skills, confidence, individuality and aspirations at home, in education, in work, in the community and beyond• Engage in positive opportunities and are encouraged to play active and responsible roles at home, in education and in the community• Benefit from fair access in education, in the community to experience of work, to employment and independence or supported living

Individual outcomes

We will measure young people's individual outcomes where they have been referred to Targeted Youth Services for support. Where a referral has been picked up, outcomes will be reported when they complete their action plan.

Measuring Success for Different Services

In order to measure the success of the contracts, in addition to individual outcomes of young people's achievements, we propose:

1. Evidence of regular and well attended activities (count frequency and attendance)
2. Feedback from service users (via satisfaction surveys) which leads to service development

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3. Quality assessed by children and young people/ young assessors/ Contracts and Quality Team.
4. Regular evaluation of short and long term projects.
5. Feedback from referring organisations where relevant on how quickly a referral is actioned and progress made by a young person.
6. Regular reporting into the Council for the statutory elements of the contract
7. Referral picked up, Action plan open/completed
8. Evidence that young people know what opportunities are available to them in Bristol

We are continuing to develop relevant measures that can be used to assess impact and are talking to Bristol University about potentially working together to undertake this assessment.

Expected Numbers and Demand

We want to apply a preventative approach across a range of needs where our local data indicates early intervention could prevent further risk or an escalation of problems.⁵ Providers will need to develop a service offer appropriate to the demographics of their geographical area; ensuring their service offer and workforce can meet the needs of the young people in their patch. They will take referrals from a range of other agencies and partners and will need to support young people to overcome the barriers they face. Providers will also need to consider how they could deliver a wider offer of youth provision to ensure there is access to opportunities for the young people they are working with as well as a pathway once their targeted intervention ends. Approaches could include investing in other local youth providers, charging for some open access provision or sourcing other funding e.g. crowdfunding etc.

Providers will be expected to deliver outreach provision to engage young people who are not currently accessing existing services and who may be at risk, including tracking and engagement of young people who are Not Known and who are Not in Education, Employment or Training (NEET).

It is expected that services will operate outside usual office hours of Mon-Fri 9am-5pm so they are available when young people need them, in particular when they may be at crisis point and few other services are open.

Targeting Areas of Deprivation

We will publish area data profiles that will contain information about each of the geographical areas outlining the diverse population of young people and the range of likely needs the Bristol Targeted Youth Providers will be expected to work with.

Bristol is a city of geographical inequality and poverty. The place where you are born, or the place where you live, is likely to dictate your life chances. This plan proposes to provide targeted support to vulnerable children and young people to build resilience,

⁵ [Joint Strategic Needs Analysis for Bristol](#)

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support them to make a positive transition to adulthood and thereby improve their life chances. In particular it will target areas of deprivation, in line with the Children, Young People and Families Strategy. We have used a funding formula that takes into account overall population in each area, as well as numbers of children and young people who live in the top 10-30% most deprived areas of England based on the indices of multiple deprivation (IMD) weighted on the 10% most deprived areas of the city. This gives a percentage allocation of the overall area based funding to each geographical area (see below).

For more information on the general Bristol youth population, see the Needs Analysis, Equalities Impact Assessment (EQIA) documents and BYL end of year report 2015-16.

Investment

It was confirmed at February Cabinet that there would be a budget reduction to the budget for these services of £1.2m, providing a budget of £3.23m to invest in the recommissioning exercise.

To help plan for the impact of reduced funding, other key contracts associated with the current Bristol Youth Links services were also reviewed in order to make best use of the resources available, reduce duplication and to deliver value for money. This resulted in

Area	Young people in 10% most deprived areas of England				Young People in 11-30% most deprived areas	Percentage of the overall area based funding
	No	Yes	Total Population 8-19 year olds (2014)	% of population from 10% most deprived areas of England	% of population from 11-30% most deprived areas of England	
North	22,012	1,800	23,812	16%	36.87%	24%
East Central	10,767	4,486	15,253	39%	39.57%	33.7%
South	12,024	5,072	17,096	45%	23.56%	42.3%
Grand Total	44,803	11,358	56,161	100%	100%	100%

services for young people not in education employment or training (NEET) being included in this recommissioning work.

In addition, there was further challenge through the consultation process to find additional savings where possible. Consultation feedback noted some areas of the proposals where funding could be reduced and as a result funding to different elements has been tapered over the life of the contract to differing levels.

Out of scope of Bristol Targeted Youth Services Commissioning Plan

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We have taken some services out of the current BYL contract to align the funding with other commissioning work that is happening at the same time, primarily homeless prevention and counselling.

We have a growing challenge with homelessness for vulnerable young people in a city where housing is becoming increasingly unaffordable. By moving the homelessness prevention service into the new Young People's Housing and Independence Pathway, it will create a clear pathway for young people to navigate through homelessness services. Aligning the counselling funding with the Emotional Health and Wellbeing contracts provides better value for money and allows for one contract management process, ensuring all are linked with the other relevant services such as CAMHS.

The current Bristol Youth Links disability specific sessions and sessions for deaf children and young people to be included in the work of the Short Breaks Commissioned services, recognising targeted youth services will deliver inclusive mainstream rather than specialist provision.

There was feedback that the current Bristol Youth Links contract is not providing appropriate opportunities for young people known to the Youth Offending Team (YOT), particularly where they have complex needs. As a result a small pot of funding has been identified that can be used to commission bespoke support and diversionary activities for these young people where necessary.

Finally, following consultation feedback it was widely agreed there should be one single co-ordinator of NEET data, and that Bristol City Council should take on this role. Bristol City Council will co-ordinate the data and intelligence to track young people to identify those who are or may be NEET or Not Known and will refer them into the Bristol Targeted Youth services for follow up to engage them, ensure they have appropriate information advice and guidance and support them to participate in suitable opportunities.

In line with the other reductions to the budget over the life of this contract, each of these areas will have an annual 5% reduction in funding.

There will be clear pathways developed between the different services to ensure young people get access to the support they need at the right time.

Service Area	Year 1	Year 2	Year 3
Mental Health Support (counselling)	£75,000	£71,250	£67,688
Young People's Housing and Independence Pathway	£50,000	£47,500	£45,125
YOT intensive diversionary activities	£75,000	£71,250	£67,687
NEET Co-ordination and Tracking	£200,000	£190,000	£180,500
Total	£400,000	£380,000	£361,000

In scope of Bristol Targeted Youth Services Commissioning Plan

We are continuing to invest in online services but following feedback in the consultation will taper the funding over the life of the contract. This tapering assumes an up-front investment in year 1 to establish the websites and reduced funding in years 2 and 3 for maintenance costs.

We are aiming to establish a Sector Support fund that will invest in universal delivery and in local play and youth provision. WE are looking for a provider who is experienced in sourcing additional funding who can use this investment to increase funding into the sector through eg funding bids, philanthropical contributions, crowd funding etc. The funding will taper over the life of the contract as funding is found from other sources.

The majority of the funding is invested into the three geographical area based service contracts and the specialist support services to deliver sexual health and substance misuse services have been rolled into these bigger contracts.

Further detailed information on each of these opportunities follows in the next section.

Service Area	Year 1	Year 2	Year 3
Online services	£120,000	£60,000	£60,000
Sector Support	£350,000	£275,000	£200,000
Area Based Targeted Youth Support	£2,355,238	£2,237,476	£2,125,602
Geographical split: N=24%; EC=33.7%; S=42.3%	N: £565,257 EC: £793,715 S: £996,266	N: £536,994 EC: £754,030 S: £946,452	N: £510,144 EC: £716,328 S: £899,130
Total	£2,825,238	£2,572,476	£2,385,602

This funding model gives time to ensure that social capital is built, the sector is prepared and services are able to mitigate risk of a significant gap as Council funding reduces. Funding will continue to taper in years 4 and 5 if the contract options to extend are taken up.

Draft Counselling specification:

https://www.yourhealthyfuture.org/media/medialibrary/2015/08/counselling_specification_1.pdf

Young People's Housing and Independence Pathway Plan link:

<https://www.bristol.gov.uk/housing/commissioning-homelessness-prevention-services>

Whole Life Spend

We intend to secure a three year contract with an option to extend for a further 2 years. Based on this the total spend for this contract will be as follows.

Spend over 3 years	Spend over 5 years
£8,924,316	£13,824,945

These figures are subject to change depending on the Council's annual Government revenue settlement and it may be necessary to review them during the life of the contract.

Contract lots

1. Online Play and Youth Services (Help to help yourself)

This citywide service will meet the Council's statutory duty to promote and publicise positive activities, as currently available on the Rife and Go websites; and enable children and young people to access information, advice and guidance about jobs, training, youth issues and participation. To promote inclusion and look to bring information for children, young people and parent/carers together into a single source this contract will include the Findability website when the current contract ends and similarly will deliver information on post-16 learning opportunities when the current Works contract arrangements end.

In delivering the Findability website, this contract will deliver the Council's SEND local offer statutory duty.

The online site/s will:

- Promote funding opportunities as well as provision funded by the Play and Youth Sector Support contract to ensure transparency.
- Promote safeguarding and online safety.
- Consider how they can continue to involve young people to engage in content creation and the development of the overall service.
- Provide co-ordination of calendar events across the city, promoting the events via the online sites, providing signposting to online content, resources and events for use by children, young people and the play and youth sector – Examples: Mental Health Awareness week, Carers Week, Disability Awareness week, Black History Month, LGBT history month, Youth Council elections.

2. Youth Sector Support (Help to help yourself)

The provider of this contract will be tasked with sourcing additional funding to match the Council's funding and co-ordinate intelligence on alternative funding sources for the sector; therefore they will have a successful track record of securing funding. We want

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this contract to be delivered by a different provider to the other area based contracts and those providers will not be able to access this funding.

The provider will work in partnership with organisations across the city including Bristol City Council and its Youth and Community officers, the successful Targeted Youth Services providers and other funders in the city to establish a multiagency panel to develop intelligence about the sectors in the city, particularly gaps and unmet needs. Working with this panel the provider will design a process to award funding e.g. a small grants fund to invest in the sector to promote a sustainable universal offer across the city, prioritising investment in those areas with little or no existing provision.

Working with the panel, the provider will organise an annual event to bring the youth sector together to respond to training needs, network and share good practice. They will need to work with the Council's Youth and Community team to ensure the investment does not duplicate provision.

The funding will taper through the life of the contract as the provider finds alternative sources and methods of funding.

3. Local Area Targeted Youth Services (x 3 contracts: North, South, East Central) (Help when you need it/Pro-active Help)

These three area contracts will be aligned with the Early Help teams (North, South, and East Central). Providers will accept referrals from other services such as Early Help, Social Care, as well as notification of NEET and Not Known young people who need following up with an offer of support. Providers will deliver targeted youth support to these young people following principles of assertive key working for a specified period of time to deliver positive outcomes and engagement; acting as lead professional for the young person where appropriate or co-operating with the young person's lead professional where they are working with e.g. social care, YOT etc., and contributing to the team around the young person or the family. Providers will accept all suitable referrals and therefore will need to have an appropriately qualified workforce that are equipped to work with young people who may be facing a range of issues.

Providers will also need to consider how they could deliver a wider offer of youth provision to ensure there is access to opportunities for the young people they are working with as well as a pathway once their targeted intervention ends. Approaches could include investing in other local youth providers, charging for some open access provision or sourcing other funding e.g. crowdfunding etc. We are looking for providers who will consider innovative approaches to maximise delivery, potentially using the Council's investment as a foundation for securing a wider offer of delivery.

Providers will need to review the demographics of each area and consider how they can deliver services to meet the needs of young people in the area with the financial envelope available and potentially considering other sources of funding to enhance

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their offer. The funding allocations have been revised to take account of population numbers and to weight funding to the 10-30% areas of deprivation in the city. See additional document Appendix 2 for map of areas of deprivation.

It is expected that services will be delivered into localities where it is needed and where the young people are, rather than focused on a central delivery where young people have to travel, which can create a barrier to engagement. We do want providers to deliver outreach to find young people who are not engaging and those who may be not known or NEET etc.

Integrated working/Collaboration

There is an expectation that successful bidders for these three contracts will work collaboratively city wide assisted by the Council's Youth and Community team and the Youth Sector Support contract.

Work is currently underway to develop 'Multi Agency Co-ordinated Family Support Services' across the city. The plans are to enable staff across agencies in Youth Services, Police, and Early Help to use common spaces to meet, build relationships, and share information about children and young people within the local area; they could also provide a base where services can be delivered from. Targeted Youth Services providers will be expected to work within this model, ensuring that the appropriate levels of early intervention services are available to young people, which will include signposting to other local or citywide services.

Working in partnership across the elements of this contract as well as with the Council's Youth and Community Team and wider youth sector, providers will need to plan a programme of participation activities across the year to respond to known periods of risk such as summer holidays, Bonfire night etc.

Education, Employment and Training (EET) Participation

A key aspect of this contract is to reduce NEET and Not Knowns; increase participation in EET; and to ensure vulnerable young people get the support they need to make positive and successful transition into adulthood. Local Area Targeted Youth services will be expected to work with Bristol City Council's Employment, Skills and Learning team around NEET engagement; providers will need to employ a team leader role who will work closely with the EET Participation manager in the Council to ensure this work is co-ordinated and delivered effectively. Providers will receive NEET and not known referrals and will be required to make contact and engage with each young person in order to produce an education, training and employment action plan to support and encourage them to take up a suitable education or training opportunity and to overcome barriers to learning. Providers will be required to use the Council's Early Help database to record their work with these young people in order to provide the information required for the monthly returns to Government. At a minimum the Provider must remain in touch with them for 3 months to maintain their known status. Services will need to provide benefits advice where appropriate. In addition to the all year round Participation caseload service, to enable the local authority to fulfil the September Guarantee statutory duty,

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the Provider will also take on referrals for young people aged 15 and 16, who are about to leave statutory education without a secure post 16 destination. For effective NEET prevention, providers should be making links with schools in their locality to begin work with those young people at risk of becoming NEET before they have left school and ensure they are supported and engaged from at least Easter onwards of the year they are due to leave school.

Targeted Youth Services

Providers will be expected to work with and address the needs of the most vulnerable children and young people. Services can be accessed via outreach and self-referral but also via referral from services such as:

- First Response (Social Care/ Early Help)
- Youth Offending Team (YOT)
- Specialist Child Sexual Exploitation Support Services, Child and Adolescent Mental Health Services (CAMHS), Drug Treatment Agencies
- School or College
- Housing Independence Pathway Hub

Specialist Support Services: Healthy Relationships and Drug and Alcohol services

Providers will deliver time limited 1:1 and small group work with young people aged 13+ through referrals and outreach. They will raise awareness of support services locally available to young people. These services will contribute to Public Health's outcomes:

- to improve sexual health;
- to the continuing decline in teenage pregnancies;
- to the Child sexual exploitation strategy (2015) aim to reduce and where possible, eliminate sexual exploitation;
- to reduce and prevent substance misuse.

Services will target young people currently engaged in or at risk of behaviour that is harmful or risky. This includes:

- Young people at risk of sexual exploitation
- Damaging sexual behaviour
- Repeat pregnancy tests for unplanned pregnancies
- Use of emergency contraception on a regular basis
- Repeat STI tests
- Repeat unprotected sex
- Those who have emerging drug and alcohol use to prevent escalation into more problematic patterns of use
- support to young people affected by the substance misuse of their parents and carers (hidden harm)

All those working with young people will be aware of the full range of sexual health services and drug treatment services available in Bristol, and be able to signpost accordingly.

The service will deliver the condom distribution scheme with young people aged 13+ (C-Card) and staff will need to be appropriately trained to do this.

Inclusion

Area based provision should be inclusive, delivering projects that are accessible to young people with additional needs or vulnerabilities. Basing service delivery on good practice and consultation with young people, providers will need to evidence how they can meet the needs of the following groups:

- LGBTQ+ young people
- Young People with special educational needs and disabilities
- Young Carers
- Children in Care and Care Leavers
- BME (black and ethnic minority), refugees and asylum seekers
- Gypsy Roma Traveller young people
- Young Offenders
- Children whose parents are misusing substances
- Children attending Pupil Referral Units (PRUs) or previously in Alternative Education
- Those Not in Education, Employment or Training (NEET)
- Teenage Mothers

If the needs of young people cannot be met by the area based mainstream provision there may be a need for the development of bespoke services for some young people. This will need to be considered within the amount of funding available or in particular instances discussed with the Council's Youth and Community team to identify particular bespoke solutions.

Campaigns/Issue Based Work

Providers will need to plan with partners to respond to particular issues/campaigns or events across the calendar year. This will include health campaigns, an agreed calendar of events which the Online Play and Youth Service will promote, planning for school holidays and known times of potential rise of ASB, prevention of homelessness. Examples may include:

Young Carers Awareness / Carers Week
Bristol City Youth Council Elections
Bristol Young Heroes Awards
Internet Safety Day
LGBT History Month
International Women's Day
Mental Health Awareness Week
Disability Awareness Day
Play Day
Sexual Health Week
Black History Month

Innovation

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We want to develop an integrated youth service offer and will want to work with Targeted Youth services to refine the delivery model for this; we want to work with providers who can develop creative and innovative solutions including shared resources, strategies to raise additional funding such as charging for some services, crowd funding etc.

Children and young People's Involvement in service design and delivery

The providers will play a role in supporting young people to participate and engage in local democracy and enable young people to contribute to the development of local provision. This includes commitment to take part in the youth elections through promoting nominations and supporting a polling station. The providers will plan, deliver and evaluate 1:1 work, group work with children and young people's involvement.

Expected Standards and Qualifications:

In order to deliver a service that has an appropriate mix of skills and experience to meet the targeted support needs of young people, providers will need to employ an appropriately qualified workforce that may include qualified youth engagement workers and careers advisors as well as practitioners from other fields of work with skills and experience relevant to this work with young people. Workers will need to meaningfully engage with young people and be able to support Bristol's diverse population in their personal development. In line with best practice, we propose that providers consider employing a mix of staff including those with the following qualifications and skills:

- Careers Advisors should meet the standards of careers advice (Matrix standard) with a good understanding of local provision and the professional qualification of careers advice workers (at least Level 3, but preferably level 4 NVQ Diploma in Advice and Guidance).
- Professional Youth Workers: a minimum qualification required of BA (Hons) degree validated by the NYA, or a higher Education Diploma / Certificate in Youth Work (pre Sept 2010).

Other qualifications and experience may contribute to a workforce that can support young people across a range of issues and barriers, such as social work, housing, teaching, family support etc.

Providers can employ less qualified staff but would be expected to support them to work towards recognised qualifications and training for the work they are undertaking. Examples include:

- Level 4 diploma in working with substance misuse.
- Therapeutic youth work experience / qualifications
- A baseline qualification level 2 or 3 in youth work

In addition, frontline staff will hold:

- Current DBS check
- Core training including safeguarding and equalities
- Job specific training around sexual health and drugs and alcohol

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- Experience of working in a similar service area
- Good communication and relationship building skills with young people as well as other services
- Knowledge of relevant legislation, regulations and codes of practice; processes and procedures
- A commitment to ongoing continued professional development through training and supervision

Purchasing Plan

The Council intends to commission a three year contract with a 2 year option to extend; break out clauses will be included. A **one stage** tender process will be conducted for the online and locality based contracts, i.e. any organisation can respond to the advert and submit a tender. The providers' will be screened for minimum suitability to deliver the contract and evaluated on the basis of Most Economically Advantageous Tender (MEAT), which will be based on **90% quality and 10% price**.

We are considering the use of a competitive procedure with negotiation for the Sector Support contract to ensure the right provider is secured.

Providers will need to consider how they can provide services that deliver across the range of provision required in the different geographical areas. A collaborative model could create breadth of knowledge and experience to better meet needs of young people.

We would support the following collaborative arrangements, but there may be other models that could deliver the services:

- 1) One of the contracts is designated a Prime Provider and takes a role in ensuring all the contracts work together collaboratively
- 2) Collaboration with lead organisation
- 3) Collaboration – joint responsibility
- 4) Subcontracting

See Appendix 1 for definitions

Social Value and Added Value

The Public Services (Social Value) Act 2012 places a duty on authorities to consider in their procurement and commissioning processes how public contracts can create wider social, environmental and economic value for the community they serve. In line with our [Social Value Policy](#) we are committed to working with stakeholders to explore how the opportunities described in this document could best be designed to maximise social value, deliver better outcomes and to improve outcomes in the most efficient, effective, equitable and sustainable way and in the best interests of the City's residents.

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In the current climate with pressure on budgets, providers may need to consider how they could get best value from the Council's investment, requiring enterprising and innovative thinking. This could include some charged services to support delivery, sponsorship etc.

As part of our procurement processes we will ask you to consider a range of social economic and environmental benefits that will bring added social value to service delivery.

The Transfer of Undertakings (Protection of Employment) Regulations (TUPE)

Due to the re-commissioning of like for like services it is likely TUPE will apply. Therefore basic TUPE information will be obtained prior to the tender process to assist potential bidders in determining if this is applicable. If it does apply, sufficient time will be given as part of the implementation period to ensure a smooth transfer of staff. Consequently a **12 week** implementation period is factored into the project plan to allow sufficient time for staff transfers.

Planned Payment Methods

The Provider shall invoice the Authority for payment of the Charges at the end of each month. The Authority shall pay the Provider any sums due under such an invoice no later than a period of 30 days from the date on which the Authority has determined that the invoice is valid and undisputed.

Implementation

As highlighted above TUPE is likely to apply thus a **12 week** implementation period will be factored in following contract award to allow sufficient time for staff transfers. This period will also ensure sufficient time is allocated for service user transfer and that the transition can be appropriately managed.

Estimated Timeline for Tender Process

This is an estimated timeline and may be subject to change

Activity	Date
Advertise tender	August 2017
Evaluate tenders	October - November 2017
Award contract	December 2017
Implement contract	January to March 2018

Related Documentation

- Consultation Report

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- Service Specifications
- Information to Tender document
- Needs Analysis
- Gap Analysis
- Area Profiles
- Equalities Impact Assessment

Other related strategies which have informed the development of the plan are:

- [Bristol Preventing Homelessness Strategy 2013-2018](#)
- [Bristol Emotional Health and Wellbeing Transformation plan](#)
- [Vision for Children and Young People with Special Educational Needs and Disabilities](#)
- [Corporate Strategy 2017–2022](#)
- [Bristol City Youth Council Manifesto campaigns 2017-19](#)
- [Bristol City Council's Corporate Parenting Strategy](#)
- [Bristol City Council's Young People's Housing Pathway Plan](#)
- [Neighbourhood partnership priorities](#)
- [Bristol Learning City Partnership](#)
- [Bristol Safeguarding Children Board Child Sexual Exploitation Strategy](#)

Appendix 1: Definitions

Lead partner consortium:

A lead partner consortium is a consortium of organisations who are working together to bid for, and if successful, deliver a contract. One partner, will contract with the Council, on behalf of the other consortium members, and will be the conduit by which the contract is delivered by the consortium members. Accordingly, in this scenario, the lead partner is solely liable for the delivery of the contract. The other consortium members are effectively sub-contractors to the lead organisation.

Joint and several liability consortia:

The Council will have a contractual relationship with all members of the consortium. It is usual for one consortium member to be nominated to co-ordinate the consortium bid – which may be referred to as the lead organisation. However, in these circumstances, the lead is for administrative purposes only and all members of the consortium are equally responsible for the delivery of the contract.

Whilst there is a lead/administrative partner for bid co-ordination purposes, this organisation is not solely liable as the Council signs the contract with all the members of the consortium; thus all members are jointly and severally liable. As such, if one of the members of the consortium defaults, it is possible for the Council to take action against the other member/s of the consortium for recovery of that default.

Sub-contracting:

This is where the Council contracts with one provider (the lead provider) and the relationship in respect of contract delivery is with that provider only. The provider then enters into sub- contracting arrangements with various suppliers for which the provider is then responsible in respect of contract delivery. The provider is responsible for the delivery of the contract whether or not they are providing the service themselves or if they have sub-contracted it out.

It should be noted that the ultimate responsibility for any sub-contracted obligations would always rest with the bidder. It is recognised that arrangements in relation to sub-contracting may be subject to future change. However, bidders should be aware that where, in the opinion of the Council, sub-contractors are to play a significant role, any changes to those sub-contracting arrangements may constitute a material change for the purposes of procurement law, and therefore may affect the ability of the bidder to proceed with the procurement process and/or to perform the contract. For the avoidance of doubt, in the event that the Council considers that such a change constitutes a material change for the purposes of procurement law, then the Council reserves the right to disqualify the bidder from the procurement process.

There is an expectation with this model that only minor and / or specialist elements of the service will be sub-contracted; i.e. the lead provider will deliver the core elements of the service.

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The Council will make payments to the provider; that provider is responsible for payments to its sub-contractors. However, the Council would expect payments to sub-contractors to mirror the payment conditions to the provider. The Council would not usually expect to see evidence of the administrative arrangements between the provider and sub-contractor, however, may wish to see evidence of performance monitoring, due diligence and subcontractor agreements and/or policies.

Whilst the Council does not have a contractual arrangement with the sub-contractors, it does reserve the right to veto a choice of sub-contractor, if they are deemed to be unacceptable or inappropriate.

Other information – Multiple Bids

It is possible for an organisation to bid as a member of more than one consortium; or as part of a consortium, as an individual organisation, or as a sub-contractor to another bidder. It is advisable for such organisations to seek independent legal advice as the Council cannot offer this. In this instance, the relevant organisation/s are also required to submit a certificate 'regarding involvement in other bids' with their bid. This certificate will form part of the bid documentation. The purpose of this certificate is to protect the Council from any claims regarding contravention of competition law. It also forms part of the Council's due diligence regarding each bidding group's awareness of their member's potential conflicts of interest. The relevant consortia will need to confirm that they are aware that an organisation is a party to more than one bid.

Appendix 2: Map

