**Specification**

Issued on behalf of

The Mayor’s Office of Policing and Crime (MOPAC)

**ITQ Title: Staff Training – Transitions to Adulthood Hub**

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1. Organisational Overview
   1. The Mayor’s Office for Policing and Crime (MOPAC) invites you to bid for the requirements detailed below in accordance with the conditions outlined within this document.
   2. The Mayor’s Office for Policing and Crime (MOPAC) was established in 2012 and is the Police and Crime Commissioning body for London. MOPAC works in partnership across agencies at a local and national level to ensure there is a unified approach to preventing and reducing crime. MOPAC is responsible for delivering the Mayor of London’s Police and Crime Plan through a range of grants and contracts. The provision of general and specialist services to victims of crime is a key element of this spending, as MOPAC has a statutory responsibility in this area, and MOPAC also funds a range of programmes focused on reducing reoffending and crime reduction.
   3. London’s Violence Reduction Unit, which was established in 2018, is a separate unit within MOPAC that brings together specialists from health, police, local government, probation and community organisations to tackle violent crime and the underlying causes of violent crime.
2. Introduction
   1. The Transitions to Adulthood Hub is a community-based holistic service for 18-25 year olds on probation in Newham and 17 year olds transitioning from the Youth Offending Service to adult probation. The Hub aims to provide wrap-around support tailored to young adults’ distinct needs and informed by maturity assessments in order to reduce reoffending, improve mental health and support young adults to make positive life choices. Trauma-informed practice will be embedded across the Hub.
   2. MOPAC is seeking a Supplier to develop and deliver a programme of staff training and ongoing workforce development for all staff working in the Transitions to Adulthood Hub, including probation staff and staff from commissioned services, to enable them to work more effectively with young adults on probation.
   3. This work has a maximum value of £60,000 over the financial years 2021/2022-2022/23.
   4. This document sets out the context and scope of this programme and provides details on:

* National and regional context
* Scope of the project and requirements
* Governance, reporting and evaluation

1. Background
   1. Legislative and regulatory frameworks
      1. The Transitions to Adulthood Hub is funded by the government’s Shared Outcomes Fund which funds pilot projects to test innovative ways of working across the public sector. The lead government department responsible for the pilot is the Ministry of Justice, with MOPAC acting as programme manager and lead commissioner.
      2. Probation services (which will be replaced by a single Probation Service from June 2021) have a statutory requirement to manage all adult offenders released from prison on licence and on community sentences.
   2. Current service delivery
      1. Young adults serving community sentences or on licence are currently managed by the National Probation Service and the Community Rehabilitation Company. From 26 June 2021, a reunified probation service will manage all offenders on licence or serving community sentences.
      2. 17 year olds serving Detention and Training Orders or Youth Rehabilitation Orders whose order ends after their 18th birthday are eligible to transfer to adult probation upon turning 18. The NPS seconds a probation officer to local Youth Offending Teams to manage transition cases.
      3. Research from a range of disciplines demonstrates that young adults are a distinct group with needs that differ from both children and older adults, underpinned by the developmental maturation process. The typical adult male brain is not fully formed until at least the mid-20s, meaning that young adult males typically have more psychosocial similarities to children than to older adults.
      4. The Justice Select Committee’s (JSC) 2018 report on young adults in the Criminal Justice System concluded that the Criminal Justice System’s approach to managing young adults is not yet working and that a clear and effective strategy is needed.
      5. In addition, there is a lack of rehabilitative services available to meet the distinct needs of young adults in the criminal justice system, with generic adult services often not tailored to the particular needs of 18-25 year olds. Young people transitioning from youth to adult services often face a cliff-edge in terms of the support available to them, with support services dropping off at the age of 18.
      6. The Ministry of Justice in their response to the JSC’s report made a commitment to continue to develop its approach to addressing the distinct needs of young adults.
      7. As part of probation reforms being taken forward, the NPS has developed new ways of working with young adults on release and under community supervision. When implemented, this will include improved support for young adults during the transition between youth and adult systems.
      8. To help identify issues with low psychosocial maturity, Her Majesty’s Prisons and Probation Service (HMPPS) has developed an evidence-informed screening tool which is available across prisons and probation to assess young adults who are still maturing neurologically, and a resource pack is also available to help staff work with those identified as needing more support.
      9. The new Offender Management in Custody (OMiC) model in prisons means that young adults will have more consistent key worker support. HMPPS is working in collaboration with the Youth Custody Service to improve the transition process from youth to adult custody. The vision is to agree a national transitions policy that can be operated consistently across the estate, with a central management body responsible for oversight of all transitions arrangements based on individual need.

Staff training

* + 1. There is some training available to Probation staff focused specifically on young adults, including a guide to maturity, however this is limited, optional and only available in an online format.

London pilot

* + 1. Police and Crime Plan (2017-2021): One of the priority areas in the Mayor’s Police and Crime Plan is a better criminal justice service for London. In particular, there is a commitment to “work with our partners to deliver a specific approach to young adults across all criminal justice agencies that is focused on continuing and integrating services, particularly at the transition point between youth and adult services”.
    2. The Transitions to Adulthood Hub pilot is a partnership between MOPAC, the Ministry of Justice, National Probation Service, Community Rehabilitation Service, Youth Justice Board, Department of Health and Social Care and Ministry of Housing, Communities and Local Government.
    3. The Ministry of Justice secured funding for the pilot from Her Majesty’s Treasury via the Shared Outcomes Fund, which was announced in July 2020, with the London Borough of Newham selected as the pilot location in January 2021. Newham has a high volume of young adult offenders, with higher than average levels of drug and violent offences.

1. Overview of the Service
   1. Service Aims
      1. The Supplier is required to develop and deliver a package of training to staff working within in the Hub and to facilitate ongoing staff development opportunities across the duration of the pilot. The overarching Service aim is to ensure that all staff working in the Hub (comprising probation staff and support services staff) receive comprehensive training and development opportunities to enable them to support young adults more effectively and to work in ways which support successful delivery of pilot objectives.
   2. Programme objectives
      1. The aims of the Transitions to Adulthood pilot are to:

* Reduce reoffending amongst young adults on probation in Newham (frequency and severity)
* Increase compliance with probation and reduce breaches
* Reduce homelessness, rough sleeping and improve access to safe and settled accommodation
* Improve mental health and resilience, thinking skills and attitudes
* Support health improvements, including substance misuse desistance
* Improve support networks and personal relationships
* Increase employment rates, educational attainment and employment-related skills
* Improve partnership working and information sharing between agencies
  + 1. A logic model detailing the activities, outputs, outcomes and impacts for the London Transitions to Adulthood pilot can be found at Annex 1.
    2. The pilot aims to embed an understanding of maturity and brain development across the Hub and to use this to inform service delivery. The staff training Service will support many of the wider pilot objectives by enabling staff to work more effectively with young adults.
    3. The pilot, including the staff training programme, will be subject to an evaluation in order to inform plans for wider roll-out across London and nationally.
    4. Young adults managed through the Transitions to Adulthood Hub will have access to additional services, including but not limited to mental health support, education and employment advice and mentoring.

1. Service Requirements
   1. Scope
      1. The Supplier is required to develop and deliver and/or oversee the delivery of staff training for all staff working in the Hub and to facilitate a programme of ongoing workforce development, which could include reflective practice sessions, training refresher sessions and access to independent learning resources.

**Staff training**

* + 1. The Supplier is required to develop and deliver an in-person staff training programme which encompasses the following themes and sub-themes:
    2. Working with young adults
* Maturity and young adulthood developmental stage – typical and atypical maturation (including brain injury) and effects on behaviour; how to support maturation, including the Choices and Changes resource pack.
* Young adulthood as a life stage – new experiences and challenges associated with young adulthood;
* Transitional safeguarding – bridging the legal frameworks which apply to children and adults and developing principles for young adults;
* Legal issues – the legal framework for young adults in relation to accommodation, education, care leavers, immigration and transnational status, complaints etc. The implications of the legal framework on information sharing;
* Taking a ‘young adult first’ approach – taking a strengths-based, future-focused approach to working with young adults, incorporating learning from the youth justice ‘child first approach’;
* Engaging with young adults – how to engage and communicate more effectively with young adults, covering learning and engagement styles and language;
* Cultural competency – valuing diversity and understanding and responding to cultural differences; cultivating the ability to work with young adults from diverse communities.
  + 1. Understanding systemic issues and the context in which offending occurs
* Understanding trauma, including racial trauma – trauma, ACEs, racial trauma and race-based traumatic stress and how experiences of these can link to offending;
* Systemic issues – wider systemic issues which may contribute to offending, such as poverty, systemic racism, school exclusions and issues related to immigration;
  + 1. Hub culture and working practices
* Trauma-informed practice – applying a trauma-informed approach to work with young adults, including risk management, restorative approaches and trauma-informed management styles. Enhanced training for leaders and their role in driving trauma-informed practice across the service;
* Staff wellbeing – how to manage wellbeing, cope with vicarious trauma and avoid burnout;
* Multi-agency working – working collaboratively within and outside of the Hub to deliver outcomes and provide a seamless service for young adults.
  + 1. Supporting specific groups and needs

* Mental health and neurodivergence – mental health and neurodivergence needs of young adults in contact with the CJS, including autism and learning difficulties, how these may manifest in young adults and how to support these needs;
* Care leavers and looked-after children – statutory requirements, rights and entitlements for care leavers and 17 year olds due to leave care. Additional support which care leavers may require;
* Young women in contact with the criminal justice system – needs, vulnerabilities and experiences of young women in the criminal justice system;
* Prevalent offence types with Newham – serious group offences, offences related to extremism, sexual offences.
  + 1. In order to develop a cohesive training package which meets the pilot objectives, the Supplier is required to:
* Undertake an appraisal of existing resources related to the themes and sub-themes listed above and assess their suitability for inclusion in the training programme;
* Where gaps are identified, develop resources to fill these gaps, partnering with experts or training providers where necessary. Where there is a cost associated with partnerships, the Supplier is required to fund these from the overall Service budget;
* Produce a plan for the training programme for MOPAC’s consideration which outlines the Supplier’s approach to developing and delivering a training programme which responds to all of the sub-themes listed above;
* Identify a suitable provider to deliver each training element;
* Engage young adults and local communities in the development and delivery of training where relevant and appropriate.
  + 1. The Supplier is required to deliver or oversee delivery of in-person training to all staff working in the Hub, including probation staff and staff from support services. The Hub team will consist of 20-25 core members of staff, with additional staff members working from the hub on a more flexible basis.
    2. Hub support services will go live between July – October 2021. The Supplier is required to deliver three rounds of training in response to varying start dates. Consideration will be given to the best mode of delivery at the time, but it is anticipated that delivery will be a combination of face-to-face and remote delivery.
    3. Due to staff turnover, the Supplier will be required to deliver training to new members of staff every 4-6 months between November 2021 and January 2023.
    4. The Supplier is required to develop an induction resource for new members of staff comprising highlights and key learnings from the training to enable new members of staff to learn independently ahead of taking part in the full training programme.
    5. It is anticipated that the training package will take around four days to deliver. Delivery will be spread over a two to three week period to enable staff to manage the training alongside work commitments.

**Ongoing staff development opportunities**

* + 1. To support continuous upskilling of staff across the pilot duration, the Supplier is required to develop a programme of ongoing workforce development opportunities, including but not limited to:
* Reflective practice sessions – the Supplier is required to deliver, or identify a suitable provider to deliver, regular reflective practice sessions for staff to reflect on the knowledge gained from the training and application to their work. It is anticipated that these would take place every 6-8 weeks;
* Refresher sessions – once a year the Supplier is required to hold refresher sessions to refresh staff member’s understanding of the elements covered in the training programme.
  1. Key attributes
     1. The Supplier is required to undertake an appraisal of available resources related to the themes and sub-themes listed under 5.1 and assess their suitability for inclusion in the training package.
     2. The Supplier is required to produce a plan for the training and workforce development programme for MOPAC’s consideration, which outlines:
     3. The Supplier’s approach to developing and delivering a training programme which responds to all of the sub-themes listed under 5.1;
     4. The Supplier’s approach to ongoing workforce development over the duration of the pilot.
     5. Where gaps are identified, the Supplier is required to develop resources to fill these gaps or partner with experts or training providers to develop these resources.
     6. The Supplier will deliver three rounds of training between July and November 2021 to enable all Hub staff to attend training.
     7. The Supplier is be required to deliver training to new members of staff at regular intervals across the pilot duration.
     8. The Supplier is required to work with MOPAC to develop a schedule for the training.
  2. High-level delivery model

1. Appraisal and gap analysis of available resources
2. Development of plan for the training programme and ongoing workforce development
3. MOPAC consideration of the Supplier’s plan and joint work to refine the plan
4. Refinement of existing resources and development of additional resources, partnering with experts and providers where necessary
5. Presentation of the draft training package for MOPAC’s consideration
6. MOPAC consideration of the draft package, followed by work to finalise the programme

Delivery

1. Delivery of three rounds of training between July and November 2021. The training will be delivered face-to-face or virtually. Each round of training will be delivered over a two to three week period.
2. Regular reflective practice sessions / ongoing development opportunities
3. Training refresher sessions
4. Delivery of training to new members of staff at 4-6 month intervals
   1. Service eligibility
      1. The training programme will be mandatory for all staff working in the Hub (probation staff including managers and administrative staff and staff from support services).
      2. The Hub team will consist of around 25 members of staff.
   2. Operating times
      1. The Supplier will be required to deliver training within the probation office opening hours:

Monday 9am–5pm

Tuesday 9am–5pm

Wednesday 9am–7pm

Thursday 9am–7pm

Friday 9am–5pm

* 1. Delivery locations
     1. The Supplier and any delivery partners will deliver the training through a combination of face-to-face and remote delivery.
     2. The Transitions to Adulthood Hub is located within Newham probation office:

138 Romford Rd

London

E15 4LD

1. Minimum Service Levels
   1. General
      1. The Supplier is required to submit invoice and monitoring returns on a quarterly basis in accordance with the deadlines and procedure set out in the Contract.
   2. Governance and management of the services
      1. MOPAC and the Transitions Operational Group will be responsible for monitoring the progress of the service to ensure effective delivery and value for money. At an operational level, the service will directly report to MOPAC.
      2. The membership of the Transitions Operational Group includes: MOPAC (chair), MoJ, London Probation Service and London Borough of Newham.
      3. This Group will provide updates to the Transitions Programme Board, chaired by the Director of Commissioning and Partnerships at MOPAC and the Director of Youth Justice and Offender Policy at MoJ.
      4. The project reports into MOPAC’s Reducing Reoffending Board which is part of the multi-agency governance structure that oversees delivery of the Mayor’s Police and Crime Plan.
      5. The Supplier is required to identify a contract manager.
2. Delivering the Service
   1. Service user involvement
      1. The Supplier is required to conduct staff feedback surveys after each training round and every six months to seek service users’ views on the initial training and the ongoing workforce development programme. These findings will be shared with MOPAC.
   2. Complaints
      1. The Supplier is required to have a defined process for dealing with and resolving complaints. Formal complaints about the service should be reported to MOPAC within five working days of receipt.
   3. Staffing
      1. The Supplier is required to:

* Have a strong knowledge of maturity and young adulthood as a developmental stage;
* Have a track record of developing resources / awareness-raising reports;
* Have the ability to partner with a range of organisations or individuals to develop and deliver resources to respond to the Service requirements.
  1. Legislative parameters  
     1. The Provider(s) and all staff members, paid or unpaid, shall be expected to work according to relevant National and local policies (including any amendments arising during the course of the contract), including but not limited to:
* Victims Code of Practice 2015
* Witness Charter 2013
* Domestic Violence, Crime and Victims Act 2004
* Human Rights Act 1998
* Data Protection Act 2018
* Race Relations (Amendment) Act 2000
* Equality Act 2010
  1. Information security
     1. The Provider(s) must ensure that the Service complies with the requirements of (i) the Data Protection Act 2018; UK GDPR; and (iii) any other applicable privacy and data protection legislation.
     2. “UK GDPR” means Regulation (EU) 2016/679 (General Data Protection Regulation), as it forms part of the law of England and Wales, Scotland and Northern Ireland by virtue of section 3 of the European Union (Withdrawal) Act 2018, (including as further amended or modified by the laws of the United Kingdom or of a part of the United Kingdom from time to time)
     3. Detailed provisions on the Provider(s) obligations in relation to data protection are set out in the contract at Annex 2.

1. Systems
   * 1. In respect of remote delivery of training or development opportunities, the Supplier is required to use Microsoft Teams.
2. Reporting
   1. Management Information
      1. The Supplier is required to produce quarterly data reports for all funded activities detailed in the contract in a consistent format specified by MOPAC; the format, data provided and timing may be subject to change. However, any changes must be agreed and confirmed by MOPAC by email before the submission of the next report.
      2. MOPAC will conduct regular monitoring meetings to review progress against agreed outputs and outcomes in line with the requirements of the commissioned activities.
      3. An external evaluator will be commissioned to undertake a full evaluation of the pilot, including all commissioned services. The supplier is required to provide reporting to the evaluator as well as MOPAC.
      4. Aggregate data will be collected from all involved partners to support this and ongoing monitoring of the pilot. The information required from the Supplier includes:
   * Number of staff who take part in training;
   * Number of staff who take part in ongoing development opportunities;
   * Number of training sessions held;
   * Number of ongoing development opportunities held;
   * Number of refresher sessions held.
   1. Key Performance Indicators (KPIs)

**KPIs:**

| **KPI Description** | **Measurement** | **Frequency** | **Target** |
| --- | --- | --- | --- |
| Staff agree the training has increased their understanding of young adulthood development and maturity, trauma, the context in which offending occurs | * Percentage of staff members who agree that the training has built their knowledge and | After each training round (every 2 months from July-November 2021 then every 4 months) | 90% |
| Staff agree that the training will enable them to work more effectively with young adults | * Percentage of staff members who agree that taking part will enable them to work more effectively with young adults | After each training round (every 2 months from July-November 2021 then every 4 months) | 90% |
| Staff agree that the ongoing development opportunities are worthwhile and helpful | * Percentage of staff who agree that ongoing development opportunities are worthwhile | Quarterly  from the first quarter | 90% |

1. Partnership Working

10.1 The Supplier is required to work in partnership with MOPAC to ensure the programme meets the service requirements.

1. Mobilisation and Transition
   1. The Supplier is required to develop the training package between May-July 2021 for delivery of the first round of training in July 2021. This will include attending an initial mobilisation meeting after contract award in May 2021.
2. Appendices

Annex 1 - Logic model

Annex 2 – Terms & Conditions