**Service Specification for ‘Enterprise for Employment’**

**Statement of Requirement**

**1. Introduction**

1.1 The Office of the West Midlands Police and Crime Commissioner wants to commission an Enterprising for Employment service for Birmingham. This initiative will provide a personalised, effective mentoring service for individuals associated with criminality, to equip them with the necessary skills and knowledge to be employable and/or an entrepreneur.

**2. Project Background**

2.1 The Commission on Gangs and Violence was established in 2016 following a rise in gang-related violent crime.

2.2 The report, *Uniting to Improve Safety,* was launched in December 2017. It includes 24 recommendations; they are a community response to serious violence and are aimed at preventing violence and reducing harm. [The full report can be found here](https://www.westmidlands-pcc.gov.uk/wp-content/uploads/2019/04/Gangs-and-Violence-Commission-Full-Report.pdf?x56534).

2.3 The focus of the Commission’s work has been to bring the local community, partners and decision-makers together in order to develop and implement a community-led response to the spike in gun discharges and increased violence – ‘community-led, city-community partnership’.

2.4 The success of the report and recommendations depends on a partnership response to tackle the issues that have been highlighted. Along with statutory and community sector partners, the Commission has continued to reinforce the need for responses to be rooted in public health and community-led approaches.

2.5 It has delivered a significant body of evidence and the report is representative of the main issues affecting the community.

2.6 Recommendation 23 in the report states: ‘The Commission should establish a community-led ‘interdisciplinary business hub’ for supporting individuals and families associated with gangs and violence. This hub will show people routes into employment, training, self-employment and business start-up possibilities’.

2.7 Recommendation 24 in the report states: ‘The commission should work with business to provide spaces for activity, training, mentoring and advice for individuals and families associated with or impacted by gangs and violence’.

2.8 These recommendations align with popular research on the target cohort’s employment prospects. Employment prospects are known to be a recurring issue for this cohort, only 17% of ex-offenders are in employment a year after release from prison. More than half of employers would not consider hiring an ex-offender (MOJ, July 2019). (see Uniting to improve safety report) This project seeks to explore this further and see what impact positive employment/entrepreneurial outcomes has on violent crime reduction.

**3. Project Justification**

3.1 This service aims to give individuals support into starting their own businesses or entering employment. This service will be client led, with the goals they aim to achieve being dictated by them. The hope with this, is to encourage sustainable desistance, which can be robust in the face of any future difficulties that an individual may face.

3.2 In 2.6 there is reference to recommendation 23, which advocates for the creation of an ‘interdisciplinary hub’, which can support individuals and families. However, upon further investigation, it was agreed that there are logistical concerns that may arise with this model. Service users may struggle to get to the hub if they are geographically removed from that location. There are also territorial implications, which may be associated with the cohort of people that the OPCC wants to support with this project. The OPCC therefore came to the view that a single business hub had the potential to be counterproductive.

3.3 As a result of the concerns highlighted in 3.2, the OPCC performed a scoping exercise which focused on best practice in employment support. Out of this research, it was found that Individual Placement Support (IPS), was the model which has seen the most positive outcomes when finding vulnerable people employment.

3.4 The IPS model is a well-established method used within the mental health field, as an effective means of rehabilitating patients through supporting them into vocational employment.

**4. Background to the IPS Model**

4.1 The service seeks to borrow heavily from the Individual Placement Support Model (IPS). IPS is an evidenced based practice, developed in the USA in the 1990s, that has been implemented across the world. International clinical trials have confirmed that it is the most effective approach for supporting people with mental health problems to find and sustain paid employment. It is based on 8 principals and a 25 point fidelity scale. IPS also has more evidence than voluntary work or supported training schemes.

4.2 We are starting to see the IPS model being used with different cohorts of people, outside of just individuals who live with mental health problems. This project is to trial whether using an IPS style model works effectively when trying to support the described cohort into employment or starting their own business.

The 8 evidence based principals are:

a. The Employment Specialist is integrated into the clinical team

b. It aims to support people to access competitive paid employment

c. Job search is rapid within 30 days

d. There is an emphasis on service users deciding when it is the right time to return to employment, rather than the clinical team.

e. Job search is based on service user choice.

f. There is an emphasis on building relationships with employers in order to access the hidden labour market.

g. Benefits counselling is provided to support the person through the transition from benefits to paid work.

h. Availability of time unlimited support

The 25 IPS fidelity points can be found here: https://www.centreformentalhealth.org.uk/sites/default/files/fidelity\_review\_form\_uk\_-\_updated\_dec\_2018.pdf

4.3 This project will not have mental health needs, or physical health needs, as one of the referral requirements for an individual being eligible for support. As a result, this project cannot be labelled as IPS. There are also therefore some principles which will need to be adapted to suit the model: specifically principles **a** and **d**.

**5. Service**

**Grant**

5.1 The funding for this service is for a 24 month period, with an option to extend. That decision will be made by the Police and Crime Commissioner at that time. The budgeted grant value is £200,000. One instalment will be paid at the start of the contract. Subsequent instalments will be paid on the basis of specific agreed targets being achieved.

5.2 Possible providers will need to create an extensive plan detailing how they will deploy the model, engage with stakeholders and how they will build resilience in the model over the first six months of the funding period. There is an expectation that the chosen provider will need to explain how they can mobilise as quickly as possible. Potential providers need to detail how they will work to this deadline.

5.3 Potential providers will also need to specify how quickly they will be able to start supporting young people and their plan to ensure that once they take on clients, they will be able to support them effectively.

**The Provider**

5.4 The Provider will need to be able to demonstrate local links across the target cohort, that they have a history in working with the group, have an understanding of the complex issues that this cohort are dealing with.

5.5 Potential providers need to have a proven track record of successfully engaging with this age group and demonstrate an ability to support this cohort into employment or business.

5.6 The service provider must have sufficient internal resilience to manage service provision throughout major holiday periods, as and when required, and an out of business hours capability.

5.7 Providers that can show a capability to provide support between appointments, through an online platform, will be looked on favourably.

5.8 The provider needs to display cultural competence with the Birmingham communities we are trying to reach.

5.9 It would also be looked on favourably if the provider is able to provide multi-lingual support.

5.10 The OPCC is open to joint applications from multiple providers if the tender applicants clearly articulate how they will collaborate together.

**Cohort**

5.10 The target age range for the project is 18-35 years old. Two groups of individuals within this age range will be accepted on to service. Individuals who are at risk of being involved in violent crime and gang related activities and also individuals who who been convicted of violent crime and gang related activities.

5.11 This is the cohort which was defined by the Gangs and Violence report, as the group of people who would most benefit from Recommendations 23 and 24 within the report.

**Referral Pathways**

5.12 It is expected that the service provider will be flexible and responsive with regards to the ways in which referrals are received, processed and managed.

5.13 Referrals should be accepted from all statutory organisations associated with gangs and violence. This should include YOS, Children’s Trust, West Midlands Police, FE Institutions, schools and community groups, CRC (low and medium risk), Probation and prisons.

5.14 The provider does not have to give information to the police on the specific cases they deal with over the course of the service. This is unless there is a ‘serious, credible and imminent threat to life.’ It is expected that the service provider will undertake appropriate risk management evaluations to enable workers to deal with high-risk situations.

5.15 The successful applicant will need to have an appropriate and up to date safeguarding policy.

5.16 It should be noted that a referral will not by-default negate police involvement. Police will still carry out their duties to investigate crimes and bring offenders to justice.

5.17 The service provider is not obliged to accept referrals from the police where they consider the level of risk to be unacceptable. In these circumstances, the provider must have a clear rationale as to why a referral has been rejected.

5.18 The service provider is allowed to reject cases if workers caseloads are at capacity and accepting further clients would impinge on their ability to deliver a quality service.

5.19 The provider will be expected to have a knowledge of other services and refer individuals on to other organisations where appropriate.

**Risk Management**

5.19 The provider will need to highlight how they will manage risks around young people and also ensure safety of staff. Specific thought will need to be given to managing the risk of one on one working with clients, ensuring that workers are in places that they feel safe at all times

5.20 The service provider will need to be able to demonstrate their process for keeping workers updated with information as soon as it becomes known.

5.21 The service provider will be responsible for providing strategic and operational risk assessment and management plans, ensuring a thorough and rigorous risk assessment is in place, regarding venues, individuals and groups, prior to any worker visiting a client.

5.22 The provider will work within Operating Procedures which will be developed in tandem with the OPCC. This will relate to receiving referrals, managing workers, updating stakeholders and recording risk assessments.

5.23 If workers are made aware of a credible and imminent threat to life, risk of public disorder or safety issues to anyone, the provider should provide this information to West Midlands Police immediately and follow up with a comprehensive written report.

**Information Management**

5.24 The provider will be the joint data holder with West Midlands OPCC and the designated evaluator for the project. The provider will need to show that they have relevant policies in place to comply with GDPR and data sharing legislation.

5.25 It will be the responsibility of the provider to provide a case management system which will allow for the evaluators to have access to data so that progress of client can be charted in a live fashion. This project is intended to provide proof of concept. Consistent communication and sharing of data with the designated evaluators is therefore vital.

5.26 The case database should include the number of hours used per case, an up to date comprehensive record of case progression and a record of case management outcomes.

5.27 The service provider must therefore demonstrate their ability to store and manage large amounts of sensitive information in accordance with GDPR requirements. Minimum capability should include:

• Central secure server where information is stored.

• Relevant access to database by individual workers in a manner which supports their operational deployment yet does not compromise security of data.

• Case management system which allows individual cases to be tracked and updated as required by relevant personnel.

The Service Provider must sign and adhere to the following. The documents must be signed at contract award stage:

• Multi-Agency Information Agreement and associated Referral Pathway documentation

• Security agreements and documentation in relation to the agreed case management system

**Case Management**

5.28 As part of the model, it is expected that the provider keeps caseloads up to the IPS fidelity prescribed amount, of 25 per worker.

5.29 The process of inducting new clients on to service will be through an initial assessment. This will assess that the individual is ready to engage with the programme and is at a point where they want to find work or start their own business.

5.30 At assessment, it is expected that the provider will ascertain whether the client has received similar support previously. This information will be recorded for the evaluator’s records.

5.31 After this induction process, the provider will be expected to facilitate client with individual and flexible support that suits the need of each individual client. For this cohort, simply a Monday- Friday 9:00am-5:00pm service is unlikely to engage the client we wish to reach.

**Partnership Engagement**

5.32 Part of the provider’s role will be to set up positive partnerships with all referral partners and also other partners who may be able to provide support that the provider cannot facilitate themselves. Examples of this might be specific organisations who provide start up business advice.

**Staff Recruitment**

5.33 For this service, we place great importance on staff recruitment. Workers will need to be able to prove they have an ability to engage with the target cohort, in a way which will encourage retention of the cohort on the service. This will be through engaging with young people in a way which both supports and inspires them to achieve their goals, whilst also allowing the support to be client led. Lived Experience staff are necessary as part of the team, this will add credibility when clients are being engaged.

5.34 This key characteristic will also need to be coupled with an ability to understand the targets and ambitions of the project, engage with different partners and stakeholders and understand IPS fidelity targets in order to actively work towards attaining these.

5.35 Fundamentally, the workers will need to have practical understanding, and the agency to utilise this understanding, to best support the target cohort into employment/business whilst also having the emotional ability to engage with client and motivate them.

5.36 The service provider will need to show how they will structure the team which will carry out the programme. The organisation of this team is subject to negotiation between the OPCC and the service provider.

**Allotted Funding Pot for Service Users**

5.37 We want young people who are starting their own business, as part of this project, to have the opportunity to access additional financial support. It is expected that as part of the project, the provider will maintain a distinct funding pot to help support service users wanting to set up their own businesses. We expect that this amount will be £25k-£75k of the £200k grant. The provider will be expected to articulate how they will manage this pot, including the amount they will allocate to this aspect of the project and how service users will bid for funding from this pot.

**6. Evaluation**

6.1 The OPCC will be commissioning an evaluation of this service, from academics at Birmingham City University. The provider must maintain a close relationship with the evaluators to facilitate their work. Specific information will need to be collected throughout service delivery. This information will be specified by the evaluator on awarding of the grant.

**7. Governance**

7.1 The successful service provider must be able to demonstrate sufficient levels of internal and external governance that clearly demonstrate clarity of accountability.

8. **Performance Management**

8.1 The OPCC expects on a quarterly basis:

• A consolidated, comprehensive written update in a prescribed format on each case, detailing outcomes, if objectives were achieved and any recommendations including transformation opportunities/needs assessment.

• A breakdown of face to face and admin hours utilised

• Progress made since last quarter along with a realistic appraisal of challenges and obstacles to be overcome.

8.2 The success of the service will be measured using IPS Grow’s ‘IPS key performance and outcomes framework’. (<http://ipsgrow.org.uk/uploads/pdf/IPS-Grow-Recommended-Key-Performance-Indicators-and-Outcomes-framework-28.8.19.pdf>)

8.3 Example Metric(s) of success for people accessing IPS services who are unemployed at point of referral include:

• Number of referrals to the service

• Number of new referrals to the service during the financial year that become actively engaged with the service.

• No of active cases carried over from the previous financial year

• Number of people on the active caseload at any one time

• Number of people starting paid employment/starting their own business

• Number of jobs for individuals achieving paid employment

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| **8.4 Key Performance Indicator Example for Individual Employment Specialists** *Year 1 – based on 1.0 wte** At least 35 people to access the service per annum (pro rated based on when the ES starts in the financial year.
* At least 17 paid outcomes to be achieved (based on multiple outcomes)

Year 2 – based 1.0 wte* At least 45 people access the service
* At least 22 paid outcomes are achieved (based on multiple outcomes)

8.5 Fidelity must be maintained between this service and fully fledged IPS models.8.6 Fidelity Indicators to be tracked: |

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| Priority fidelity Indictors to track  | Definition and rationale  | Recommended evidence  |
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| Caseload size at any one time  | 20-25 active cases To score 5 on the fidelity scale, ES need to have a caseload of 20. However, it should be noted that many high performing IPS services suggest a caseload of 20-25, given some cases may be in transition, so by maintaining 20-25 it is more likely that there will be 20 active cases at any one time which in turn strengthens performance. Once on programme an active client is defined as someone who has been in contact with the service in the last 4 weeks, and continues to be engaged in their Vocational Action Plan1  | Data system Caseload reviews  |
| Average time from initial assessment to first face to face employer contact  | High fidelity is defined as: First face-to-face employer contact (which can be an informational interview by the client or ES about a competitive job) occurs within 30 days of starting the vocational profile  | Recorded via the service data tool, and caseload summaries  |
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| New employment starts by time spent in IPS services from initial assessment to employment  | % of clients finding employment within 6 months, 6-12 months and over 12 months  | As above  |
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| Number of face to face meetings per week Number of sustained employment outcomes  | High fidelity would include 6 face to face meetings per week for a full-time ES ie % of service users who stay in work for less than 13 weeks and more than 13 weeks. | Tracking system in place  |

Full information can be found in the IPS Grow document above.

8.7 This is not a specific IPS model. It borrows heavily from the IPS programme, but with a specific enterprising element and a focus on people involved in criminality. Performance metrics will therefore be decided on between the OPCC and the chosen provider.

**9. Meetings**

9.1 It is expected that the successful service provider will attend the formal steering group set up by the OPCC. This meeting will involve the OPCC, evaluators, Commission, and partners where relevant, to maintain a close working relationship and provide updates on the progression of live referrals.

The successful service provider will also be required, on occasion, to attend urgent meetings at very short notice, where there is a defined operational need or when they are needed by the evaluators.

9.2 The anticipated frequency of meetings and the content to be discussed is outlined below:

- Quarterly Meetings with the OPCC - proposed agenda to include review of the commissioned service, summary of performance and case outcome, review of hours used, organisational learning and development.

- Regular meetings between evaluator and provider – to be decided between the two parties.

**10. Application Process**

Potential applicants will be expected to apply through a two stage process.

10.1 The first stage of this process will be a written application. Applicants will be expected to fill in the attached application form and return it to the email address specified on the PCC website grant advertisement page by the 3rd of April 2020.

10.2 Applicants who are successful at the first stage of the application process will then be invited to an in person interview. After this stage a successful provider will be chosen.