# London Borough of Southwark Southwark Works: Employment Support Service Framework


# Section 4 – Specification

## Contents

# 1.   Ambition and strategy

1.1.  Southwark Works is the council's longstanding employment support programme. It is formed of a network of providers who offer a range of tailored employment support services based on residents' underlying needs. This model aims to ensure that there is expertise available locally to deal with the range of issues that affect residents' ability to gain and sustain employment, whilst also providing a recruitment service for local employers.

1.2.  Southwark Works has operated since 2004 and has supported thousands of residents to find work and change their lives; it made a considerable contribution to successive Council Delivery Plan targets (2014-2018 and 2018-2022) to support Southwark residents into work.

1.3.  The programme will operate through three main elements:

- <u>A network of employment support providers</u> for a variety of target groups, directly contracted by the council through the Southwark Works Framework Agreement
- <u>Employer relationship engagement and management</u> – supporting local organisations to create opportunities and employ residents who face challenges to entering and progressing in the workplace (please note: it is expected that this service will be procured in Spring /Summer 2023)
- <u>A network co-ordinator</u> directly contracted by the council, responsible for:
  - Management of the network of employment support providers
  - Service and data quality assurance
  - Operation of the customer facing hub office
  - Developing, managing and delivering service plans; such as a service wide Outreach and Engagement Plan and Brand and Marketing Strategy
  - Assessment of clients and referral to a network provider
  - Skills training
  - Build the capacity of all providers delivering contracts through the Southwark Works framework

1.4.  The primary aim of the Southwark Works service is to support residents who face multiple barriers into meaningful, sustained and good quality employment. Acknowledging that many groups in the borough are disproportionally affected by insecure work and poor pay progression, the Southwark Works service will also focus on continuing to provide support and training to clients who have found work with the aim of helping them to secure higher paid or more secure employment.

1.5.  Further information on the background and structure of the Southwark Works service can be found in 'Appendix 1 – Southwark Works background'.

# 2.   Framework structure and value

2.1.  This is a four year framework agreement for the period 2023 – 2027. The framework will consist of 9 lots to provide specialist employment support to address the range of different needs of Southwark residents.

2.2. Table 1 describes the maximum number of providers that can be appointed to a lot, the maximum number of initial call-off contracts that the council intends to appoint under each lot, the individual initial call-off contract maximum annual value and initial call-off contract terms.

2.3. Bidders may bid to be appointed to any number of lots. A single supplier can be appointed to a maximum of 5 lots and can hold a maximum of 3 contracts at any one time.

2.4. The value of contracts that are extended or awarded following the first 2 years of delivery may vary. This will be based on an analysis of need when the council is seeking to award further call-off contracts from the appointed framework providers.

| Table 1: Framework Structure | | | | | |
|---|---|---|---|---|---|
| Lot | Title | Maximum number of providers appointed to the framework | Intended number of initial call-off contracts offered per lot | Maximum individual call-off contract value per annum | Initial contract term (years) |
| Lot 1 | Vulnerable young people including care leavers and those with special educational needs or are disabled (SEND)<br><br>Sub lots:<br>1a – Learning difficulties<br><br>1b – Involvement with criminal justice system<br><br>1c – Risk of long term unemployment | 6 | 3 | £143,000 | 2 (with option to extend for a further 2 years) |
| Lot 2 | People aged 50+ or with physical health conditions / disabilities | 4 | 1 | £165,000 | 2 (with option to extend for a further 2 years) |
| Lot 3 | Mental health | 4 | 1 | £159,500 | 2 (with option to extend for a further 2 years) |
| Lot 4 | Learning disabilities and | 4 | 1 | £165,000 | 2 (with option to extend for a |

| | | | | | |
|---|---|---|---|---|---|
| | learning difficulties, including autism | | | | further 2 years) |
| **Lot 5** | Parents and unpaid carers | 4 | 1 | £165,000 | 2 (with option to extend for a further 2 years) |
| **Lot 6** | Ex-offenders | 4 | 1 | £143,000 | 2 (with option to extend for a further 2 years) |
| **Lot 7** | Substance Use | 4 | 1 | £77,000 | 2 (with option to extend for a further 2 years) |
| **Lot 8** | Homelessness | 4 | 1 | £165,000 | 2 (with option to extend for a further 2 years) |
| **Lot 9** | In work support | 4 | 1 | £150,000 | 2(with option to extend for a further 2 years) |

### 3. Core outcomes

3.1. Providers contracted through all framework lots will be responsible for delivering the core outcomes below.

| Table 2: Core outcomes | |
|---|---|
| 1 | Provision of high quality employment support tailored to residents' specific needs |
| 2 | Unemployed residents or residents in insecure and / or low paid work are supported into work |
| 3 | Residents sustaining employment and progressing within employment |
| 4 | Increased access to skills, training and qualifications relevant to the local labour market |
| 5 | A collaborative network of Southwark Works providers, resulting in a joined up service for residents |

3.2. Each lot also has its own set of additional outcomes, as set out in the lot specifications in paragraph 14.

## 4. Outputs

4.1. The core outputs, listed in Table 3 below, are non-negotiable and must be included in contract delivery and monitoring.

4.2. Providers need to specify target numbers for each core output, and list any additional outputs and targets that will be delivered as part of this service. For lots 1-8, core outputs 2 and 4 have minimum delivery targets per contract, per annum. For lot 9, core outputs 1 and 4 have minimum delivery targets per annum.

4.3. Each lot also has additional core outputs which are set out in the lot specifications in paragraph 14. These are also compulsory and bidders are asked to specify target numbers as part of the tendering process.

| Table 3: Core outputs (measured quarterly) | Minimum annual target (per contract) | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Lot 1 | Lot 2 | Lot 3 | Lot 4 | Lot 5 | Lot 6 | Lot 7 | Lot 8 | Lot 9 |
| 1 Number of clients registered with the project | To be submitted at bidding stage | | | | | | | | 107 |
| 2[1] a) Number of clients starting a job <br> b) Number of clients starting an apprenticeship | 32 | 43 | 42 | 39 | 43 | 38 | 18 | 39 | N/A |
| 3 a) Number of clients sustaining a job for 26 weeks <br> b) Number of clients sustaining an apprenticeship for 26 weeks | To be submitted at bidding stage | | | | | | | | N/A |
| 4 Number of clients progressing into a better role | 16 | 22 | 21 | 19 | 22 | 19 | 9 | 19 | 45 |
| 5 Number of clients securing a work placement (e.g. work experience, paid internship, volunteering) | To be submitted at bidding stage | | | | | | | | |
| 6 Number of clients supported to access accredited skills and training[2] | To be submitted at bidding stage | | | | | | | | |

---

[1] Bidders will be asked to split the number of apprentices and jobs at tender
[2] Accredited training and skills could be directly delivered and funded by Southwark Works providers or externally

4.4. Core output 4, "progressing to a better role", is defined as a change in employment for a client who is already in work which results in one or more of the following, though as a minimum either a) or c):
   a) Wage uplift:
      - If previously on London Living Wage, wage uplift of inflation + 10%
      - If not previously on London Living Wage, move to London Living Wage or above AND wage uplift of inflation + 10%
   b) Accredited training outcome (to qualify the training outcome must be linked to local labour market opportunities and support entry into higher level employment, such as a supervisory or management qualification, or level 3, 4, or 5 qualification)
   c) Moving from zero or insecure hours / temporary hours contract to a guaranteed hours contract (to qualify number of hours must be above previous average weekly hours) or moving from a guaranteed hours temporary contract to a permanent guaranteed hours contract

4.5. Clients securing an apprenticeship are considered to have secured employment, though providers will be required to measure employment and apprenticeship outputs separately.

4.6. Minimum targets for key core outputs vary by lot; these are set out in the specification for each lot in paragraph 14. Bidders are asked to specify target numbers for each core output at tendering stage.

## 5. Outline of services

5.1. Providers will be responsible for the core services set out below. These will be finalised during the contracting stage.

   - Active outreach and engagement that targets support to lot specific target cohort
   - Participating in and contributing to additional outreach and engagement activity arranged by the Southwark Works Network Coordinator
   - Provision of high quality employment support tailored to the individual needs of clients in the target group
   - In-work support that supports target cohorts to sustain employment and into better work
   - Use of the Southwark Works Customer Relationship Management (CRM) system
   - Providing regular monitoring and reporting to the network coordinator and council
   - Measurement of service impact through a tool such as 'outcome star'; methodology to be agreed across the network at contracting stage
   - Working with appropriate council departments and other organisations to ensure services are delivered to target groups and wider client needs are met
   - Working with all Southwark Works providers to ensure services meet the needs of clients

5.2. Paragraph 14 sets out an overview of service delivery, expected outcomes and outputs and eligible service users for each individual lot. There may be future engagement with appointed framework providers in relation to service requirements for future competition for call-off contracts.

## 6. Milestones

6.1. Bidders will have the opportunity to develop their own milestones at tendering stage, these will be finalised at contract award.  The council requires the milestones below to be included; bidders are expected to specify additional milestones.

- Mobilisation plan – including staff recruitment and referral pathway development
- Outreach and engagement plan and implementation
- Quarterly monitoring reports
- Participation in and support with recruitment drives organised by network coordinator
- Client satisfaction surveys and impact evaluation

## 7. Performance monitoring

7.1. The provider will be required to submit a quarterly performance and narrative report to the council, including details of the core outputs set out in the lot specification (Table 3), additional outputs identified at tender stage, project spend and the project milestones given above, as well as those set out in their tender response. The narrative report will include commentary on progress, identify any risks to contract delivery and provide reasons for any under / over performance.

7.2. The provider will be required to use the council's chosen Customer Relationship Management (CRM) system.  More details of the system is found at Appendix 6.  The council will pay for the costs associated with using the CRM system for members of staff identified in tender documents, the annual licence charge for the programme site, the annual licence charge and the annual software support fee.  Should the provider require further licences (beyond those identified in the tender documentation), this will be the responsibility of the provider to purchase.

7.3. The council will carry out quarterly monitoring visits (which can be virtual or face to face) to the provider to verify claims before payments are processed. The council will report the overall Southwark Works outputs in the Council Plan Monitor.

7.4. The final reporting template will be developed during the contracting stage. The council's draft monitoring guidelines and draft narrative report can be found at Appendix 2 and 3 respectively.

7.5. The successful contractor will be expected to inform the council if there is a risk of significant underperformance, in order to trigger a service review and the development of remedial action plan (Appendix 4).

7.6. In the event that the council identifies from the contractor's quarterly reports that the contractor is not meeting core targets a service review will be triggered and a remedial action plan requested, which will be agreed between the council and contractor.

7.7. If the delivery of core outputs 2 and 4 (lots 1-8) or core outputs 1 and 4 (lot 9) falls below 70% of targets from the second quarter of contract delivery, the council may apply service credits which shall be linked to the underperformance by the contractor against its expected delivery of these core outputs from that period and which may lead to a reduction in payments made to the contractor by the council.

7.8. From Quarter 2 of the contract delivery, if the provider has met 70% or less of the target service level for either or both of core outputs 2 and 4 (lots 1-8) or core outputs 1 and 4 (lot 9) in the previous quarter, the council may apply service credits as follows:

$$\frac{\text{Total two-year contract value x 10\%}}{\text{Annual core output target}} = 1 \text{ service credit}$$

## 8. Place(s) where services are to be provided

8.1. Services will be delivered at locations in the borough of Southwark; all providers delivering Southwark Works will work with the local public, private and voluntary and community sector to set up referral pathways in order to direct support to target cohorts (as detailed in paragraph 14). Providers will work with existing services to co-locate their employment support provision where appropriate.

8.2. Clients of Southwark Works may initially access the service through the Southwark Works hub office and providers will be encouraged to work with the Southwark Works Network Coordinator to deliver services at this location. Clients will also be referred directly to providers by council services; providers are required to work closely with council services to ensure support is targeted to Southwark residents.

8.3. The Southwark Works hub office will be located at 376 Walworth Road. In order to use the hub office providers will be contractually required to sign a desk licence (Section 3 – Framework Agreement).

8.4. Service provision will need to consider the needs of clients who require access support at flexible times. Consideration will also be given to a client's preferred engagement method; some provision will be delivered virtually / online.

## 9. Days/times during which services are to be available

9.1. Services will be available to customers between 10:00 and 16:00 from Monday to Friday but providers will also need to consider making services available outside of these core hours, for example in the evening or at weekends, based on the needs of the target client group. Recognising that clients (particularly those in work) will need support outside of core operating hours.

## 10. Staff skills and development

10.1. Providers will have a clear understanding of the employment support needs of residents and employers. The provider will be responsible for the recruitment and development of suitably skilled and experienced staff capable of delivering advice and guidance, working with clients to identify and access support and training appropriate to their needs to build their confidence, resilience and employability.

10.2. Southwark Works providers must deliver a high standard of service to clients and have a proven track record of helping people to move closer to and into employment. Staff delivering the Southwark Works service will also be skilled at working with employers with confidence and credibility.

## 11. Evaluation

11.1. Regular performance monitoring meetings will take place quarterly, in line with paragraph 7 of this specification.  In addition, Southwark Works providers are required to undertake regular client satisfaction surveys with clients and hold 6 monthly client forums to identify service improvements. Service improvements and their implementation will be agreed with the council and discussed through the contract monitoring process.

11.2. Providers will work with each other and the council to demonstrate wider impact of the service, this will be agreed at contracting stage.

11.3. An evaluation will be undertaken by the council to gather learning from the delivery of the Southwark Works programme every 2 years. To inform this evaluation Southwark Works providers will be required to support the council by collating client feedback, submitting case studies and sharing this information with the Southwark Works network.


## 12. Equalities

12.1. The Public Sector Equality Duty, which is part of the Equality Act 2010, came into effect on 5 April 2011. Under the duty, the following are 'protected characteristics': age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation. The duty also covers marriage and civil partnership, with regard to eliminating discrimination.

12.2. Under the new duty, the provider must have 'due regard' to:
- Eliminate unlawful discrimination, harassment, and victimisation on the grounds of race, age, disability, gender, gender reassignment, pregnancy and maternity, religion or belief and sexual orientation;
- Advance equality of opportunity between different groups;
- Foster good relations between different groups.

12.3. The Southwark Works Outreach and Engagement plan will detail how different equality groups will be engaged.

12.4. In order to demonstrate how the service is meeting the needs of different groups, providers will be required to record client demographics at registration.  The provider will be expected to demonstrate at monitoring meetings how equal opportunities have been implemented in the delivery of the programme and how equality of outcome has been met.


## 13. Information sharing and partnership agreements

13.1. Southwark Works providers will be contractually required to enter into an Information Sharing Agreement (Section 10) with the council, the Network Coordinator, other Southwark Works providers and the CRM system provider.

13.2. Southwark Works providers will be contractually required to enter into a Collaboration Agreement (Section 3b) with the council, the Network Coordinator and other Southwark Works providers. This agreement will detail the roles and responsibilities of the providers and the way which the partnership will work together.

## 14. Lot specifications

### 14.1 Lot 1 – Vulnerable Young People (including care leavers and those with SEND)

| Initial call-off contract annual maximum value | £143,000 |
|---|---|

#### I. Overview

This lot will provide employment support to young people who are considered vulnerable or have multiple barriers to employment. Support services will need to be tailored to a range of individual needs. Employment support will:
- be flexible
- help increase clients' employability (which may include securing work experiences or paid internships)
- help clients understand career pathways
- help clients pursue their interests and aspirations
- build skills and confidence
- support the transition between education and employment
- ultimately secure job opportunities or apprenticeships.

Core to the support offer, providers will promote employment options which include education and training to clients aged 16-17. This can include securing opportunities that combines full or part time employment with part-time education or training; ensuring clients achieve relevant regulated qualifications, or an apprenticeship, traineeship or supported internship.

Support provided to young people through this lot may be delivered through a number of different contracts. As such, the lot is separated into three sub lots where specialist provision will support young people across a range of needs.
Lot 1a – Learning difficulties
Lot 1b – Involvement with the criminal justice system
Lot 1c – At risk of long term unemployment

Providers appointed to this lot will need experience or qualifications related to working with young people who have been in council care, have been supported by Youth Offending Services and have Special Educational Needs and Disabilities (SEND).

The provider will work closely with the commissioned disability and mental health hubs.

#### II. Outcomes

In addition to the core outcomes applicable to all lots set out in paragraph 4, providers on Lot 1 will also be expected to deliver the following outcomes and demonstrate 'destinations' for the council's Education Access Team:

| Lot 1 – additional outcomes |
|---|
| 1 | Supported transition out of education or out of care, reducing the likelihood of residents becoming Not in Employment, Education or |

| | Employment (NEET) |
|---|---|
| 2 | Greater integration between education providers and employers |
| 3 | Increase in young people being prepared for adulthood |
| 4 | Integration between council services and employment support |

### III. Core outputs and minimum targets (per contract)

| | Output | Minimum targets (annual, per contract) | |
|---|---|---|---|
| 1 | Number of clients registered with the project | | |
| 2 | a) Number of clients starting a job | | 32 |
| | b) Number of clients starting an apprenticeship | | |
| 3 | a) Number of clients sustaining a job for 26 weeks | | |
| | b) Number of clients sustaining an apprenticeship for 26 weeks | | |
| 4 | Number of clients progressing into a better role | 16 | |
| 5 | Number of clients securing a work placement (e.g. work experience, paid internship, volunteering) | | |
| 6 | Number of clients supported to access accredited skills and training | | |

**Additional lot outputs**

| | Output |
|---|---|
| 7 | Number of clients supported with accessing council services (such as Youth Offending, Drug and Alcohol support, All Age Disabilities Service) |

### IV. Eligible service users

Clients will be Southwark residents and may be referred to the service by the Network Coordinator or directly by the council or its partners.

The table below describes the eligibility criteria for each sub lot, service users will need

to be young people aged 16-25 who meet one or more of the criteria:

| | Lot | | |
|---|---|---|---|
| | 1a – Learning difficulties | 1b – Involvement with criminal justice system | 1c – Risk of long term unemployment |
| Care leavers | X | X | X |
| Not in Education, Employment or Training | X | | X |
| Job Seeker Allowance or Universal Credit claimants of 6 months or more | | | X |
| Employment and Support Allowance or Income Support claimants (and looking for work) | | | X |
| Lone parents | | | X |
| Young parents or young carers | | | X |
| Contact with the criminal justice system | | X | |
| Special education needs and learning difficulties | X | | |
| Mental health needs | X | | X |
| Disabilities | X | | |
| No level 2 qualification | | | X |
| Housing needs | | | X |
| Substance misuse | | X | |
| Gang involvement (or risk of) | | X | |

Contracts under this lot will provide support to those who are unemployed. Once clients have gained employment, support will be offered to help clients progress in work.

The provider requires knowledge and understanding of the needs of a range of vulnerable young people. There is a strong emphasis on the provider working with existing local services available to target groups and the ability to engage with employers in relation to offering opportunities to and employing people within this group.

### 14.2   Lot 2 – People aged 50+ or with physical health conditions / disabilities

| Initial call-off contract annual maximum value | £165,000 |
|---|---|

**I. Overview**

This lot will provide employment support to people who are either / or:
- older (aged 50+)
- those with physical and long term health conditions such as musculoskeletal (MSK) disorders; and not able to access the DWP's Work and Health Programme
- in ill health

In-work support will be provided to clients who have secured work through this lot.

Support will need to be tailored to a range of individual needs.  Employment support will help increase clients' employability, build their skills and secure job opportunities and apprenticeships which may include work experience or volunteering.  It is expected that this lot will include a specific focus on building confidence and digital skills.

The provider will work closely with the council's commissioned social care hubs and will complement the provision of the Central London Work and Health Programme.

**II. Outcomes**

In addition to the core outcomes applicable to all lots set out in paragraph 4, providers on Lot 2 will also be expected to deliver the following outcomes:

| Lot 2 – additional outcomes | |
|---|---|
| 1 | Increased digital skills |
| 2 | Growth in confidence of those who have been economically inactive for longer periods |
| 3 | High quality work experience and volunteering opportunities |
| 4 | Greater integration between health and employment support services |

**III. Core outputs and minimum targets**

| | Output | Minimum targets (annual) | |
|---|---|---|---|
| 1 | Number of clients registered with the project | | |
| 2 | a)   Number of clients starting a job | | 43 |

| | | | |
|---|---|---|---|
| | b) | Number of clients starting an apprenticeship | | |
| 3 | a) | Number of clients sustaining a job for 26 weeks | |
| | b) | Number of clients sustaining an apprenticeship for 26 weeks | |
| 4 | | Number of clients progressing into a better role | 22 |
| 5 | | Number of clients securing a work placement (e.g. work experience, paid internship, volunteering) | |
| 6 | | Number of clients supported to access accredited skills and training | |

**Additional core outputs**

| | **Output** |
|---|---|
| 7 | Number of clients supported with accessing wrap-around services (such as health and social care and the Southwark Wellbeing Hub) |
| 8 | Number of clients on Statutory Sick Pay (SSP) maintaining employment |

## IV. Eligible service users

Clients will be Southwark residents and may be referred to the service by the network coordinator or directly by the council or its partners.

Clients within this target group may include older people aged 50+, people with physical disabilities, long term health conditions such as musculoskeletal (MSK) disorders or ill health.

This lot will provide support to those who are unemployed. Once clients have gained employment, support will be offered to help clients progress in work.

The provider requires knowledge and understanding of the needs of people within this group. The provider will be required to work with existing local services available to this group and will have the ability to engage with employers in relation to offering opportunities to and employing people within this group.

### 14.3 Lot 3 – Mental Health

| Initial call-off contract annual value | £160,000 |
|---|---|

#### I. Overview

This lot will help residents with a range of mental health needs secure or regain employment, build skills and maintain work.  It is expected that eligible service users may have diagnosed or undiagnosed conditions.

There should be a focus on in-work support to help clients maintain employment which may include assisting with their return to work and requests for reasonable adjustments.

The provider will work closely with the council's commissioned Adult Improving Access to Psychological Therapies services (IAPT) and the Wellbeing Hub.

#### II. Outcomes

In addition to the core outcomes applicable to all lots set out in paragraph 4, providers on Lot 3 will also be expected to deliver the following outcomes:

| Lot 3 – additional outcomes | |
|---|---|
| 1 | High quality support for people with mental health conditions to allow them to secure and maintain employment |
| 2 | Greater integration between primary care services and employment support providers |
| 3 | Flexible in-work support for clients to help address the impact of fluctuations in mental health and episodes of ill health |
| 4 | Ensuring clients who are already in work are able to maintain work |

#### III. Core outputs and minimum targets

| | Output | | Minimum targets (annual) | |
|---|---|---|---|---|
| 1 | Number of clients registered with the project | | | |
| 2 | a) | Number of clients starting a job | | 42 |
| | b) | Number of clients starting an apprenticeship | | |

| | | Output | |
|---|---|---|---|
| 3 | a) Number of clients sustaining a job for 26 weeks | | |
| | b) Number of clients sustaining an apprenticeship for 26 weeks | | |
| 4 | Number of clients progressing into a better role | 21 | |
| 5 | Number of clients securing a work placement (e.g. work experience, paid internship, volunteering) | | |
| 6 | Number of clients supported to access accredited skills and training | | |

**Additional core outputs**

| | **Output** |
|---|---|
| 7 | Number of clients already in work maintaining employment |
| 8 | Number of clients supported with workplace reasonable adjustments (as defined by Access to Work) |

## IV. Eligible service users

Clients will be Southwark residents and may be referred to the service by local voluntary organisations, other Southwark Works network providers, directly by the council's mental health team or its partners and council commissioned Adult Improving Access to Psychological Therapies services (IAPT), .

Eligible service users for this lot are residents with mental health needs, including those with who are affected by anxiety and depression. This lot will provide support to those who are unemployed, on Statutory Sick Pay and to those who are currently in employment, to aid in-work progression.

The provider requires knowledge and understanding of the needs of people within this group. The provider will be required to work with existing local services available to this group and will have the ability to engage with employers in relation to offering opportunities to and employing people within this group.

### 14.4    Lot 4 – Learning Disabilities & Learning Difficulties, including Autism

| Initial call-off contract annual value | £165,000 |
|---|---|

#### I. Overview

This lot will provide employment support for residents with learning difficulties (including autism) and learning disabilities, who are eligible for social care support.  Employment support will help increase clients' employability (through securing paid internships, work placements and volunteering opportunities) and their independence (such as through travel training) as well as helping them to build skills, secure job and apprenticeship opportunities and sustain work.

The provider will need to:
- Support those aged 18 + with a primary support need or learning disability who have a social worker (at least 50% of the client group)
- Provide support to clients with a wide range of learning difficulties and disabilities

The provider will work closely with the council's learning disability and all age disability services and the commissioned disability hub.

#### II. Outcomes

In addition to the core outcomes applicable to all lots set out in paragraph 4, providers on Lot 4 will also be expected to deliver the following outcomes:

| Lot 4 – additional outcomes | |
|---|---|
| 1 | Increased employability and independence through access to relevant training, skills and qualifications |
| 2 | Greater integration between health and social care professionals and employment support providers |
| 3 | Clients are supported in requesting reasonable workplace adjustments |

#### III. Core outputs and minimum targets

| | Output | Minimum targets (annual, per contract) | |
|---|---|---|---|
| 1 | a)  Number of clients registered with the project | | |
| 2 | a)  Number of clients starting a job | | 37 |

| | | Output | | | |
|---|---|---|---|---|---|
| | b) | Number of clients starting an apprenticeship | | | |
| 3 | a) | Number of clients sustaining a job for 26 weeks | | | |
| | b) | Number of clients sustaining an apprenticeship for 26 weeks | | | |
| 4 | | Number of clients progressing into a better role | 18 | | |
| 5 | | Number of clients securing a work placement (e.g. work experience, paid internship, volunteering) | | | |
| 6 | | Number of clients supported to access accredited skills and training | | | |

**Additional core outputs**

| | **Output** |
|---|---|
| 7 | Number of clients supported to receive independent living support |
| 8 | Number of clients supported to access wrap around support available in the public / private or Voluntary/Community Sector (VCS) |
| 9 | Number of clients supported with workplace reasonable adjustments (as defined by Access to Work) |

## IV. Eligible service users

Clients will be Southwark residents who may be referred to the service by the Network Coordinator or by the council's social care and all age disability services.

Eligible service users for this lot are residents who have learning disabilities and learning difficulties.

This lot will provide support to those who are unemployed. Once clients have gained employment, support will be offered to help clients progress in work.

The provider requires knowledge and understanding of the needs of people within this target group. The provider will be required to work with existing local services available to this group and will have the ability to engage with employers in relation to offering opportunities to and employing people within this group.

### 14.5  Lot 5 – Families and Unpaid Carers

| Initial call-off contract annual value | £165,000 |
|---|---|

#### I.  Overview

This lot will provide employment support to lone parents or parents eligible for 'Supporting Families'[3] support.  As well as unpaid carers who want to return to work.

Employment support will help clients build skills, secure job opportunities and sustain work. Clients are likely to start with part-time employment, progressing to take on additional hours.

The provider will work with council teams to target the service; outreach will be expected at locations where eligible clients receive services from the council or voluntary sector, such as Southwark Children and Family Centres, Carer Hubs.

The provider will work with the council's Family Early Help team to deliver Supporting Family outcomes, evidenced by producing light touch assessments and action plans which encompass the needs of all the family members, making links to the Southwark Early Help offer where necessary.

The provider will attend meetings with the council, Department for Work and Pensions and the Department for Levelling Up, Housing and Communities, working to resolve data collection challenges and provide additional reports to the council's Family Early Help Team.

#### II.  Outcomes

In addition to the core outcomes applicable to all lots set out in paragraph 4, providers on Lot 5 will also be expected to deliver the following outcomes:

| Lot 5 – additional outcomes | |
|---|---|
| 1 | Greater integration between social care services and employment support providers |
| 2 | The council is able to demonstrate Supporting Families outcomes to central Government |
| 3 | Growth in confidence and resilience |
| 4 | Improved access to flexible childcare |

---

[3] www.gov.uk/government/collections/supporting-families

### III. Core outputs and minimum targets

| | Output | Minimum targets (annual) | |
|---|---|---|---|
| 1 | Number of clients registered with the project[4] | | |
| 2 | a) Number of clients starting a job | | 43 |
| | b) Number of clients starting an apprenticeship | | |
| 3 | a) Number of clients sustaining a job for 26 weeks | | |
| | b) Number of clients sustaining an apprenticeship for 26 weeks | | |
| 4 | Number of clients progressing into a better role | 22 | |
| 5 | Number of clients securing a work placement (e.g. work experience, paid internship, volunteering) | | |
| 6 | Number of clients supported to access accredited skills and training | | |

**Additional core outputs**

| | Output |
|---|---|
| 7 | Number of clients supported to access childcare |

### IV. Eligible service users

Clients will be Southwark residents and may be referred to the service by the network coordinator or directly by the council or its partners.

Eligible service users for this lot are parents who are eligible for Supporting Families support or are unpaid carers.

This lot will provide support to those who are unemployed. Once clients have gained employment, support will be offered to help clients progress in work.

The provider requires knowledge and understanding of the needs of people within this target group. The provider will be required to work with existing local services available to this group.

---

[4] Clients who are eligible for Supporting Families support will require an assessment of family need and completed action plan

### 14.6  Lot 6 – Ex-offenders

| Initial call-off contract maximum annual value | £143,000 |
|---|---|

#### I.  Overview

This lot will provide employment support to residents who have had contact or are currently in contact with the criminal justice system to support the transition back into work and help them maintain employment. Employment support will help increase clients' employability, build skills and secure job and apprenticeship opportunities, a particular focus will be supporting clients to disclose previous convictions.

#### II.  Outcomes

In addition to the core outcomes applicable to all lots set out in paragraph 4, providers on Lot 6 will also be expected to deliver the following outcomes:

| Lot 6 – additional outcomes | |
|---|---|
| 1 | Greater integration between criminal justice system professionals and employment support providers |
| 2 | Greater confidence in disclosing criminal convictions |

#### III.  Core outputs and minimum targets

| | Output | Minimum targets (annual) | |
|---|---|---|---|
| 1 | Number of clients registered with the project | | |
| 2 | a)  Number of clients starting a job | | 38 |
| | b)  Number of clients starting an apprenticeship | | |
| 3 | a)  Number of clients sustaining a job for 26 weeks | | |
| | b)  Number of clients sustaining an apprenticeship for 26 weeks | | |
| 4 | Number of clients progressing into a better role | 19 | |
| 5 | Number of clients securing a work placement (e.g. work experience, paid internship, volunteering) | | |

| | |
|---|---|
| 6 | Number of clients supported to access accredited skills and training | |

**Additional core outputs**

| | **Output** |
|---|---|
| 7 | Supporting clients with multiple barriers |

## IV. Eligible service users

Clients will be Southwark residents and may be referred to the service by the network coordinator or directly by the council or its partners.

Eligible service users for this lot are residents who are currently in contact with the criminal justice system – for example, being on a current order or licence – or have previously had a conviction.  This lot will provide support to those who are unemployed. Once clients have gained employment, support will be offered to help clients progress in work.

The provider requires knowledge and understanding of the needs of people within this target group. The provider will be required to work with existing local services available to this group and will have the ability to engage with employers in relation to offering opportunities to and employing people within this group.

### 14.7 Lot 7 – Substance Use

| Initial call-off contract maximum annual value | £77,000 |
|---|---|

#### I. Overview

This lot will provide employment support to residents with substance use issues. Clients for this lot are likely to have a high level of need with services expected to focus on pre-employment support, increasing employability and supporting steps to employment such as work experience, paid internships and volunteering, as well as securing job opportunities and sustaining work. The provider will also work with clients already in work to support them to maintain employment through treatment plans.

The provider will be expected to align support with clients' treatment; working closely with the council's commissioned substance use services and social care hubs. Support will need to be provided to those who have a dual diagnosis of substance use and mental health needs. Working with the providers in Lot 1, the service will also provide specialist support for young people.

#### II. Outcomes

In addition to the core outcomes applicable to all lots set out in paragraph 4, providers on Lot 7 will also be expected to deliver the following outcomes:

| Lot 7 – additional outcomes | |
|---|---|
| 1 | Greater integration between health and substance use professionals and employment support providers |
| 2 | Clients who are already in work are able to maintain work |

#### III. Core outputs and minimum targets

| | Output | | Minimum targets (annual) | |
|---|---|---|---|---|
| 1 | Number of clients registered with the project | | | |
| 2 | a) | Number of clients starting a job | | 18 |
| | b) | Number of clients starting an apprenticeship | | |
| 3 | a) | Number of clients sustaining a job for 26 weeks | | |
| | b) | Number of clients sustaining an apprenticeship | | |

| | | | |
|---|---|---|---|
| | | for 26 weeks | |
| 4 | Number of clients progressing into a better role | | 9 |
| 5 | Number of clients securing a work placement (e.g. work experience, paid internship, volunteering) | | |
| 6 | Number of clients supported to access accredited skills and training | | |

**Additional core outputs**

| | **Output** |
|---|---|
| 7 | Number of clients already in work maintaining employment |

## IV. Eligible service users

Clients will be Southwark residents and may be referred to the service by the network coordinator or directly by the council or its partners directly.

Eligible service users for this lot are residents who have substance use issues. This lot will provide support to those who are unemployed, as well as to those who are currently in employment, to support clients maintaining employment. Once clients have gained employment, support will be offered to help clients progress in work.

The provider requires knowledge and understanding of the needs of people within this target group. The provider will be required to work with existing local services available to this group and will have the ability to engage with employers in relation to offering opportunities to and employing people within this group.

### 14.8    Lot 8 – Homelessness

| Initial call-off contract maximum annual value | £165,000 |
|---|---|

#### I. Overview

This lot will provide employment support for residents who are homeless or at risk of homelessness and who have engaged with the council's Housing Solutions Team. Employment support will help increase clients' employability, build skills, secure job opportunities and apprenticeships and help clients sustain work.  The provider must be able to provide support to clients who may have a range of complex needs including mental health needs, substance use issues or issues in relation to the right to work.

The provider will work closely with the council to target support to people engaged with homelessness services provided directly by the council and the voluntary and community sector.  The provider will be required to deliver some of its services from Housing Solutions centres in the borough.

#### II. Outcomes

In addition to the core outcomes applicable to all lots set out in paragraph 4, providers on Lot 8 will also be expected to deliver the following outcomes:

| Lot 8 – additional outcomes | |
|---|---|
| 1 | Greater integration between housing services and employment support providers |
| 2 | Prevention of use of council temporary accommodation / homeless services |

#### III. Core outputs and minimum targets

| | Output | | Minimum targets (annual) | |
|---|---|---|---|---|
| 1 | Number of clients registered with the project | | | |
| 2 | a)  Number of clients starting a job | | | 39 |
| | b)  Number of clients starting an apprenticeship | | | |
| 3 | a)  Number of clients sustaining a job for 26 weeks | | | |
| | b)  Number of clients sustaining an apprenticeship for 26 weeks | | | |

| | | | |
|---|---|---|---|
| 4 | Number of clients progressing into a better role | 19 | |
| 5 | Number of clients securing a work placement (e.g. work experience, paid internship, volunteering) | | |
| 6 | Number of clients supported to access accredited skills and training | | |

**Additional core outputs**

| | Output |
|---|---|
| | **Output** |
| 8 | Number of clients receiving support to access housing advice / support |

## IV. Eligible service users

Clients will be Southwark residents and may be referred to the service by the network coordinator or directly by the council or its partners.

Eligible service users for this lot are residents who are homeless or at risk of homelessness and who are engaged with the council's Housing Solutions Team. Clients will be required to have in place a Personalised Housing Plan and / or a council referral number. This lot will provide support to those who are unemployed. Once clients have gained employment, support will be offered to help clients progress in work.

The provider requires knowledge and understanding of the needs of people within this target group. The provider will be required to work with existing local services available to this group and will have the ability to engage with employers in relation to offering opportunities to and employing people within this group.

### 14.9 Lot 9 – In Work Progression

| Initial call-off contract maximum annual value | £150,000 |
|---|---|

#### I. Overview

Support for residents who are seeking 'better' work; including hours, pay, location or sector.  Consideration will need to be given to client requirements on access times, it is anticipated that support will need to be flexible to client availability.

Provision may be to help clients get a new role that progresses their career, or empower clients to have conversations with their employers regarding their contracts, conditions or career pathway.  Training and skills development will be a key feature of support in order to facilitate client's progress in work.

It is anticipated that some clients would have been supported through other Framework provision, but the majority of clients will be new to the service.

#### II. Outcomes

In addition to the core outcomes applicable to all lots set out in paragraph 4, providers on Lot 9 will also be expected to deliver the following outcomes:

| Lot 9 – additional outcomes |
|---|
| 1 | Clients are less reliant on benefits |

#### III. Core outputs and minimum targets

| | Output | Minimum targets (annual) | |
|---|---|---|---|
| 1 | Number of clients registered with the project | 107 | |
| 2 | a)   Number of clients starting a job | N/A | N/A |
| | b)   Number of clients starting an apprenticeship | N/A | |
| 3 | a)   Number of clients sustaining a job for 26 weeks | N/A | |
| | b)   Number of clients sustaining an apprenticeship for 26 weeks | N/A | |
| 4 | Number of clients progressing into a better role | 45 | |
| 5 | Number of clients securing a work placement / pre apprenticeship opportunity (e.g. work experience, | | |

| | | |
|---|---|---|
| | paid internship, volunteering) | |
| 6 | Number of clients supported to access accredited skills and training | |

**Additional core outputs**

N/A

**IV. Eligible service users**

Clients will be Southwark residents in employment and may be referred to the service by the network coordinator other Southwark Works providers or directly by the council or its partners.  Residents may also self refer to the service.

The provider will be required to work with council teams who are supporting residents on low pay, such as Housing Benefit, and the Department for Work and Pensions.

# Appendix 1 – Southwark Works Background Information

## 1. Southwark context

1.1. Southwark is an exciting and vibrant borough in the heart of London. We have a hugely diverse and talented population living, working and enjoying the borough from Rotherhithe and Bermondsey in the north, through Walworth, Camberwell and Peckham to Dulwich in the south. The council is proudly ambitious, wanting the borough to be the best it can be and for the opportunities we enjoy to be available for all.

1.2. Southwark thrives when people have quality, well paid jobs and can play their part in our economy. Having a strong local economy benefits everyone who lives, works and visits the borough. We will continue to grow the economy by supporting local businesses, investing in those setting up new businesses and tackling low pay and inequality. We want to make sure that all Southwark residents have the opportunity to achieve their potential and that low income or lack of qualifications does not hold people back from securing good work. We continue to invest in skills and employability, to ensure residents are equipped with the tools they need to find employment and to progress to better work.

1.3. Since 2014 we have supported over 10,000 residents into work (including many of those furthest from the labour market), and created around 4,000 apprenticeships. Over the same period, the council has also cemented its reputation as a business friendly borough, building new strategic partnerships with local businesses. We grew the business base by one-third and increased five-fold the number of accredited London Living Wage employers in Southwark as we became London's first accredited Living Wage Borough. Despite these successes, the challenges of the past few years demand that we revisit our approach.

1.4. Supporting people into jobs remains a key priority for the council. Since the Southwark Works service was last commissioned in 2018, the wider national and local economy has suffered an intense shock caused by the public health crisis, Covid-19. This and Brexit have had and will continue to have a profound and far-reaching impact on Southwark's local economy. In addition, significant increases to the cost of living and UK recession threaten to drag more people into poverty and further harm those who are already struggling with daily expenses. These events have highlighted and reinforced existing economic inequalities and the manner in which these interplay with social inequalities to affect life chances in our borough.

1.5. Work is underway on developing Southwark 2030, the council's vision for how the borough will look and feel in the long term and the contribution residents, businesses, public sector partners, the voluntary and community sector, the council and others will make to deliver on that vision. The delivery of employment support for those further from work is key in helping the council shape the future of the borough. In addition, in September 2022, cabinet adopted a new council delivery plan, which includes the commitment to a thriving and inclusive economy. The delivery plan also sets out a

number of ambitions, relating to employment and skills, that the council will deliver over the next four years including:

- Supporting residents hit hardest by the cost of living crisis.
- Creating 2,000 green jobs for local people and opening a new Green Skills Centre.
- Supporting residents who face the most barriers to employment into jobs; delivering free support to get a job for people who face the most barriers, including young people, people with disabilities and parents and carers returning to work and third sector organisations.
- Supporting residents to gain skills for work, creating 2,000 apprenticeships and 3,000 training opportunities so local people can take up careers in our borough's growth industries.

1.6. Southwark Works is the council's longstanding employment support programme and is formed of a network of providers who offer a range of tailored employment support based on underlying needs, such as mental health, homelessness or disability. This model aims to ensure there is expertise available locally to deal with the range of issues that affect resident's ability to gain and sustain employment whilst providing a recruitment service for local employers.

1.7. The overarching Southwark Works programme will operate through three main elements:
- directly contracted employment support – for a variety of target groups from a variety of specialist providers (who make up the 'network')
- employer relationship engagement and management – supporting local organisations to create opportunities and employ residents who face challenges to entering and progressing in the workplace
- network coordination – including network management and capacity building, assessment of customers and referral to Southwark Works providers and/or external support; operation of a hub office for customers; customer record management to track progress and outcomes, quality assurance of data and service, and comprehensive outreach and engagement (including organising job fairs for the network).

## 2. Southwark Works mission statement

"Southwark Works provides high quality employment support to Southwark residents to help them get the job that's right for them and achieve their aspirations.
Everyone has unique experiences, circumstances and aspirations. We work with residents to understand what they want to achieve and what barriers are in the way, including training and skills needs. We use this to develop compassionate and individualised support that gives residents the confidence to move towards their goal. Every client gets a quality, reliable service that has their best outcome as the top priority.
Local employers are key to our success. We work with businesses, exploring how improved employment conditions can help them and their employees. We also work closely with other partners including training providers, charities and public sector groups to make sure our residents are at the front of the queue for the outstanding job opportunities available in Southwark."

**3. Southwark Works structure chart and description**



Southwark Works Network Coordinator

Lot 1 - Vulnerable young people inc. care

Lot 2 - Over 50s and / or physical health

Lot 3 - Mental health

Lot 4 - Learning disabilities & difficulties

Lot 5 - Parents and unpaid carers

Lot 6 - Ex-offenders

Lot 7 - Substance misuse

Lot 8 - Home-lessness

Lot 9 - In work support

Employer engagement
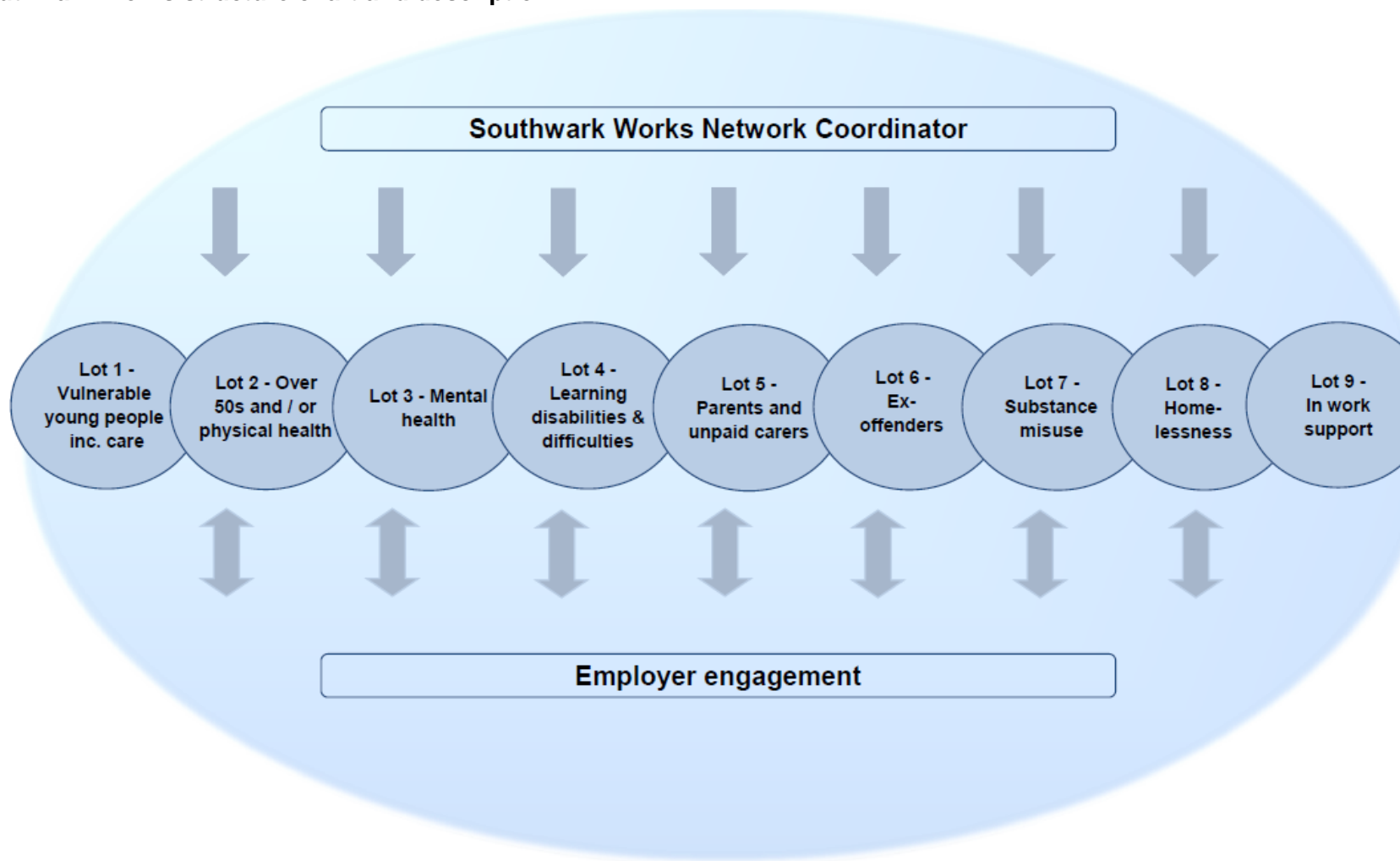
## 4. Southwark Works Network Coordination

4.1. Outline

The Southwark Works Network Coordination provider will be responsible for delivering the following outcomes:

   i.   A well-managed hub office (currently 376 Walworth Road) that is inclusive and welcoming to both Southwark residents and providers commissioned to deliver the Southwark Works service

   ii.  Comprehensive and targeted outreach and engagement that promotes access for Southwark residents who are unemployed or who wish to progress from low paid / insecure work receiving support through the Southwark Works service

   iii. Clear client journeys and access to a network of employment support providers that best meet their needs

   iv.  Supporting the network to access or provide comprehensive wrap around support for clients with the most complex barriers

   v.   Quality assurance of the service, ensuring that all clients receive a consistent high standard of service from all providers across the network

   vi.  Capacity building the Southwark Works network of providers

   vii. Oversight of client management information and systems training for Southwark Works providers that leads to robust data on the outcomes achieved across the Southwark Works service

   viii. Oversight of progress measures and outcomes for clients

   ix.  Access to basic skills training

   x.   Promotion of good work and the London Living Wage throughout the network

   xi.  Promotion of Southwark Works as a gateway into jobs and apprenticeship opportunities

   xii. Ensuring effective collaboration across the network and with the Employer Relationship Management service, enabling Southwark Works as a whole to achieve the best outcomes for clients

   xiii. Management of the Southwark Works website, social media and wider brand and marketing strategy

4.2. Client groups

The Network Coordinator will work with a diverse range of unemployed Southwark residents, supporting them to access the most relevant employment support in the Southwark Works network of providers.

4.3. Engagement and outreach

The Network Coordinator will run the central hub office and will encourage all providers delivering services to Southwark Works clients to co-work in the hub office.
In addition, the Network Coordinator will be responsible for actively engaging with residents across a number of outreach locations including, but not limited to:

- Southwark libraries
- Southwark's Adult Learning Centre
- Job Centre Plus (JCP)
- Southwark Tenancy and Resident Associations
- Southwark based partner organisations

It will be the Network Coordinator's role to ensure all providers on the Southwark Works Framework are able to receive referrals from key partners, such as Job Centre Plus.

## 5. Framework lot descriptions and service user eligibility

5.1. Services users eligible for support through all lots must be Southwark residents.

5.2. All lots will provide support to residents who are unemployed, as well as those who are currently in employment, to aid in-work progression.

5.3. Providers require knowledge and understanding of the needs of the people within the target group. The provider will require knowledge of existing support available locally to the target group.

5.4. Lot 1 – Vulnerable Young People including Care Leavers
This lot will provide employment support to young people who are considered vulnerable or have multiple barriers to employment. Support services will need to be tailored to a range of individual needs. Employment support will:

- be flexible
- help increase clients' employability (which may include securing work experiences or paid internships)
- help clients pursue their interests and aspirations
- build skills and confidence
- support the transition between education and employment
- ultimately secure job opportunities or apprenticeships

Core to the support offer, providers will promote employment options which include education and training to clients aged 16-17.  This can include securing opportunities that combines full or part time employment with part-time education or training; ensuring clients achieve relevant regulated qualifications, or an apprenticeship, traineeship or supported internship.

The lot is intended to be able to provide support for young people which may be delivered through a number of different contracts, as such the lot is separated into three sub lots where specialist provision will support young people across a range of needs.

Lot 1a – Learning difficulties
Lot 1b – Involvement with the criminal justice system
Lot 1c – At risk of long term unemployment

The provider will need experience or qualifications related to working with young people who have been in council care, have been supported by Youth Offending Services and have Special Educational Needs and Disabilities (SEND) or physical disabilities. The

provider will work closely with the commissioned disability and mental health Hubs.

### 5.5. Lot 2 – People aged 50+ or with physical disabilities or health conditions

Provide employment support to people who:

- older people aged 50+
- those with physical disabilities or physical and long term health conditions such as musculoskeletal (MSK) disorders

Support will need to be tailored to a range of individual needs and is likely to include a focus on building IT and digital skills. Employment support will help increase clients' employability, build their skills and secure job opportunities and apprenticeships which may include work experience or volunteering. It is expected that this lot will include a specific focus on building confidence and modern job search and application techniques.

The provider will work closely with the council's commissioned Social Care hubs and will complement the provision of the Central London Work and Health Programme.

### 5.6. Lot 3 – Mental Health

Southwark Works will be the key employment service available to those with undiagnosed mental health needs. This lot will help residents with a range of mental health needs secure or regain employment, build skills and maintain work. There should be a focus on in-work support to help clients maintain employment which may include assisting with their return to work and requests for reasonable adjustments.

The provider will work closely with the council's Adult Improving Access to Psychological Therapies services (IAPT) and the Wellbeing Hub.

### 5.7. Lot 4 – Learning Disabilities & Learning Difficulties, including Autism

This lot will provide employment support to residents with learning disabilities, who are eligible for social care support, learning difficulties and autism. Employment support will help increase clients' employability (through securing paid internships, work placements and volunteering opportunities), their independence (such as through travel training), build skills, secure job and apprenticeship opportunities and help clients sustain work.

The provider will need to:

- Support those aged 18 + with a primary support need or learning disability who have a social worker.  (At least 50% of the client group)
- Provide support to clients with a wide range of learning difficulties and disabilities.
- Work with the sectors lot providers to support them securing job opportunities that meet the needs of the client group

The provider will work closely with the council's learning disability and all age disability services and the commissioned disability hub.

### 5.8. Lot 5 – Parents and unpaid carers

This lot will provide employment support to lone parents or parents eligible for

'Supporting Families' support.  As well as unpaid carers who want to return to work.

Employment support will help clients build skills, secure job opportunities and sustain work. Clients are likely to start with part-time employment, progressing to take on additional hours.

The provider will work with council teams to target the service; outreach will be expected at locations where eligible clients receive services from the council or voluntary sector, such as Southwark Children and Family Centres, Carer Hubs.

The provider will work with the council's Family Early Help team to deliver Supporting Family outcomes, evidenced by producing light touch assessments and action plans which encompass the needs of all the family members, making links to the Southwark Early Help offer where necessary.

The provider will attend meetings with the council, Department for Work and Pensions and the Department for Levelling Up, Housing and Communities, working to resolve data collection challenges and provide additional reports to the Troubled Families Team.

5.9. Lot 6 – Ex-offenders
This lot will provide employment support to residents who have had contact or are currently in contact with the criminal justice system to support the transition back into work and maintain employment. Employment support will help increase clients' employability, build skills and secure job and apprenticeship opportunities, a particular focus will be supporting clients to disclose previous convictions.

5.10.   Lot 7 – Substance Use

This lot will provide employment support to residents with substance use issues. Clients for this lot are likely to have a high level of need with services expected to focus on pre-employment support and increasing employability as well as securing job opportunities, and steps to employment such as work experience, paid internships and volunteering, and helping clients sustain work. The provider will also work with clients already in work to support them in maintain employment through treatment plans.

The provider will be expected to align support with clients' treatment; working closely with the council's commissioned substance use services and the social care hubs. Support will need to be provided for those who have a dual diagnosis of substance use and mental health needs.

5.11.   Lot 8 – Homelessness
This lot will provide employment support for residents who are homeless or at risk of homelessness and who have engaged with the council's Housing Solutions Team. Employment support will help increase clients' employability, build skills, secure job opportunities and apprenticeships and help clients sustain work.  The provider must be able to provide support to clients who may have a range of complex needs including mental health needs, substance use issues or issues in relation to the right to work.

The provider will work closely with the council to target support to people engaged with homelessness services provided directly by the council and the voluntary and community sector.  The provider will be required to deliver some of its services from Housing Solutions centres in the borough.

5.12.    Lot 9 – In work support

This lot will provide employment support for residents in low pay, low skilled and / or insecure work.  The support is likely to be for residents who are seeking 'better' work; including hours, pay, location or sector.

It is anticipated that some clients would have been supported through other Southwark Works service provision, but the majority of clients will be new to the service.  The provider will need to work closely with the Department for Work and Pensions (DWP) to secure attachments to the service.

5.13.    Employer relationship engagement and management

The employer relationship engagement and management service will be procured outside of the framework in Summer 2023.

Working with all providers in the Southwark Works service will be a key factor for success, the employer engagement service will be a crucial to the service's achievements in supporting residents with multiple barriers into good quality roles.

The purpose of the service will be to support local organisations in creating opportunities and employing residents who face challenges to enter and progress in the workplace.  There will be a strong emphasis on building long lasting relationships with employers in order to develop an understanding of their recruitment, training and staffing requirements.  Going beyond this, the provider will work with employers to ensure roles are of a good standard, encouraging take up of schemes such as the London Living Wage accreditation and the Mayor's Good Work Standard.  The provider will need to be an advocate for Southwark Works clients and instil the benefits of employing local residents with diverse needs.


# 6.  Operating as a network

6.1. Southwark Council's ambition is that providers in the Southwark Works network are able to work together to provide the best quality service to clients.

6.2. The central principles of Southwark Works partnership working are:
- Collaborating on issues to find shared solutions
- Dedicating time to the network
- Understanding of the value of what each partner can contribute
- Respecting and trusting different partners
- Sharing creativity, risk, responsibility and resources to support each other with network activity

## 7. The Customer Relationship Management (CRM) System

7.1. To support Southwark Works providers to operate as a network around client needs, Southwark Council has procured a central web based CRM system for all providers to use in recording client information.

7.2. The system allows providers to record client information and interactions, job outcomes, job sustainment and to upload evidence on the outcomes achieved with a client. The CRM system allows providers and the council to monitor contractual performance, though also plays a crucial role in ensuring smooth client journeys and interactions.

7.3. A central aim of the service is that clients receive the most appropriate support available from within the network of providers, the CRM system allows providers to 'share' clients electronically; enabling a smoother client journey as all information inputted in the CRM can be shared when permission is granted and clients do not need re-register with Southwark Works.

7.4. As of 2022/23; annual licence charge for the programme site is £90 (excl VAT), the annual licence charge is £108 (excl. VAT), and the annual user support charge is £65 (excl. VAT) per user account. The annual software support fee is £2,340 (excl VAT). These costs are subject to change.

7.5. Further information on the current CRM system is available at Appendix 5.

**Appendix 2 – Draft Monitoring Guidelines**

# Southwark Works
# Monitoring Requirements

## Contents

Southwark Works: Employment Support Service Framework
January 2023
Specification

# Monitoring Process

## 1.1. Overview

All Southwark Works providers are required to record all registrations, activities and outputs on the Hanlon database also known as the Skills Register. Performance is monitored primarily using this database. Hanlon will also be used to manage referrals between the network coordinator and providers and between providers.

Performance is reviewed on a quarterly basis and this process must be completed before claims can be processed.

The monitoring process is made up of:

1. Review of performance against targets, using Hanlon
2. Evidence spot checks (see Section 2)
3. Narrative report and case studies
4. Reporting project expenditure (see Section 3)

At the end of each quarter, the provider is required to do the following:

- Ensure all necessary records and activities are completed and all evidence is uploaded to Hanlon
- Submit the narrative report and case study by email
- Submit financial reporting forms by email

The Project Monitoring Officer (PMO) will download quarterly performance reports from Hanlon and carry out spot checks to ensure that the required evidence has been uploaded to the relevant client record or activity. Equalities information will also be reviewed through this process. The PMO will also review the narrative report and financial reporting forms. If all information is in order, the PMO will request an invoice to be processed for payment and arrange a visit to discuss performance. Where required, the PMO will discuss the performance management process, as set out in Section 4.

The flow chart below sets out the process.
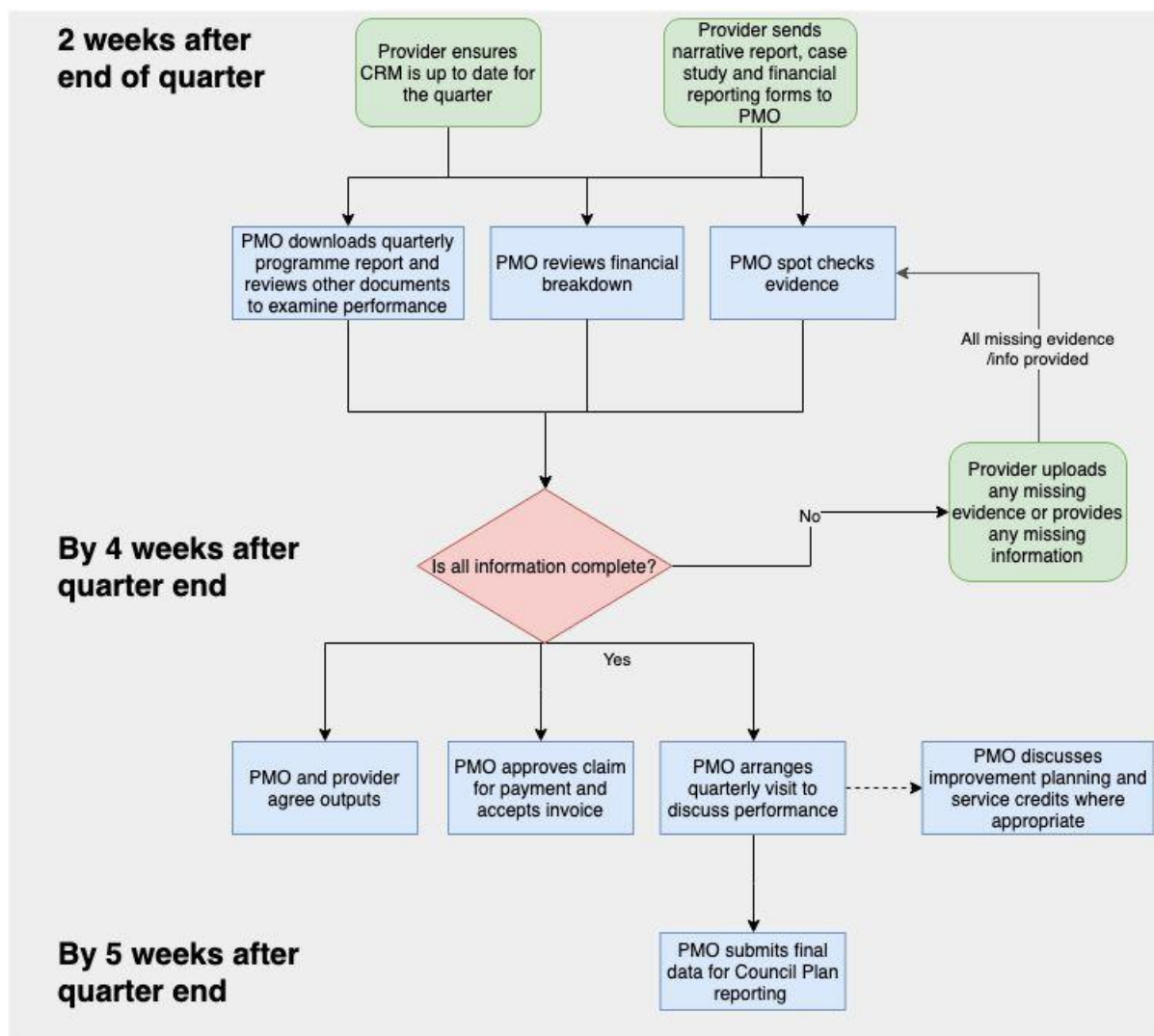
## 1.2. Deadlines

The deadline for ensuring all information is complete and submitted is set for approximately two weeks following the end of the quarter.

Provisional reporting deadlines for the four year term of the framework are:

| Year | Quarter | Deadline | Final Hanlon reporting deadline* |
|---|---|---|---|
| 2023/24 | Q2 | 11/10/2023 | 25/10/2023 |
| | Q3 | 10/01/2024 | 24/01/2024 |
| | Q4 | 10/04/2024 | 24/04/2024 |
| 2024/25 | Q1 | 10/07/2024 | 24/07/2024 |
| | Q2 | 09/10/2024 | 23/10/2024 |
| | Q3 | 15/01/2025 | 29/01/2025 |

| | | | |
|---|---|---|---|
| | Q4 | 16/04/2025 | 30/04/2025 |
| 2025/26 | Q1 | 16/07/2025 | 30/07/2025 |
| | Q2 | 15/10/2025 | 29/10/2025 |
| | Q3 | 14/01/2026 | 28/01/2026 |
| | Q4 | 15/04/2026 | 29/04/2026 |
| 2026/27 | Q1 | 15/07/2026 | 29/07/2026 |
| | Q2 | 14/10/2026 | 28/10/2026 |
| | Q3 | 13/01/2027 | 27/01/2027 |
| | Q4 | 14/04/2027 | 28/04/2027 |
| 2027/28 | Q1 | 14/07/2027 | 28/07/2027 |

* after this date there will be no more changes to the quarterly performance outputs.

## 1.3. Narrative report

The narrative report form should be completed and submitted each quarter. This is the provider's opportunity to raise any delivery issues with the council and to celebrate successes. The report will provide details on the impact of the project, any lessons learned and any variances in performance or expenditure.

Any positive or negative variances of over 20% in outputs or over 10% in expenditure should be detailed in the narrative report.

Information should be provided on whether any variance is temporary or permanent. Temporary changes may be caused by a change in timing of planned activities (i.e. delays or rescheduling) and are likely to work out across the year. Permanent variances can be caused by a change in cost and may affect the project permanently. These changes may require management decisions and corrective actions.

The achievement of milestones is also tracked through the narrative report; milestones are taken from the provider's original tender response document and should also include any additional milestones.

Providers should ensure that clients are not identifiable from details provided in the narrative report.

## 1.4. Case studies

Case studies allow us to demonstrate the impact of the Southwark Works service and at least one example should be provided each quarter. The case study template provides a guide.

Providers **must** ensure that clients are not identifiable from details provided in the case study.

## 2. Outputs & Evidence Requirements

### 2.1. Eligibility

Residence
Clients must be Southwark residents. This should be proved in the first instance by providing a Southwark postcode. This can be checked by using the Excel postcode checker provided.

For those without a fixed address, residence is defined by a local connection to Southwark. A working definition of normal residence sufficient to establish a local connection should be residence for at least 6 months in an area during the previous 12 months, or for 3 years during the previous 5 year period.  If there are difficulties determining a local connection, please contact the commissioning team who will refer you to Housing Solutions.

Right to work
Clients must provide evidence of the right to work to their caseworker. A client note should be added to state that this evidence has been seen but copies are not required to be uploaded to the database.

### 2.2. Repeat claims

There are occasions where residents, having previously gained support to secure a job and sustainment through a Southwark Works provider return for more support as they are no longer in work. The council will accept a job start claim for a client who has previously been supported by the provider. The provider must be able to demonstrate the additional support and evidence of the job start in order to claim the outcome.

The maximum number of repeat claims a provider can make for an individual is four job start claims and four sustainment claims per client over the 2 year contract period.

There is no restriction on the number of repeat progression claims that can be claimed for the same individual.

### 2.3. Sharing outputs

Southwark Works is a network of providers with different specialisms who work together to achieve the best possible outcome for residents accessing employment support services. Two providers are able to claim the same job output where they can both demonstrate evidence of providing support for at least 6 hours, which has resulted in the individual moving into work.

Providers are required to report the number of shared outputs achieved and identify the other providers worked with to delivery these in the quarterly narrative report. These will be examined at the quarterly monitoring meeting.

Shared job and apprenticeship outputs should make up no more than **20%** of a provider's caseload.

**2.4. Definitions of outputs & evidence requirements**
The tables below set out definitions of the core outputs and additional outputs which are specific to each lot.

The evidence requirements are documents required by the council to prove that an output has been achieved and is used for processing claims.

The tracking requirements show what additional information about a client or their activities is required to be recorded on Hanlon. This information can sometimes be based on self-declarations and evidence is not required. This information will be used for tracking and reporting purposes. Information about employment status and conditions is required in order to track progression outcomes.

**Core Outputs (all providers)**

| Output | Definition | Evidence requirements for claims | Tracking requirements – information to be recorded on Hanlon | Guidance for recording output on Hanlon |
|---|---|---|---|---|
| **1. Number of clients registered with the project** | Number of people over 16 years of age registered with the project in the quarter, including referrals from the network coordinator, other Southwark Works providers, other services and self-referrals.<br><br>An initial assessment and action plan must be completed for each new registration. | All of:<br>• Completed on-line registration wizard<br>• Privacy notice signed by client | All information included on the registration wizard<br><br>**If a client is already in work:**<br>• Employment Type (f/t, p/t, self-employment)<br>• Contract type (permanent, temporary or fixed-term)<br>• Average Weekly hours<br>• Gross hourly pay<br>• On Statutory Sick Pay<br>Self-declarations of the above information are acceptable and evidence is not required | • Upload SW privacy notice and Action Plan<br>• Add Registration Activity - completed successful<br>• Add Evidence Right to Work Activity – completed successful (detailing Type of ID & recent POA seen in notes)<br>• Add Action Plan Activity - completed successful<br>• Add Notes<br><br>*Please see additional notes on recording registrations at section 2.5* |
| | **Re-registrations:**<br>Where there has been no active engagement with a client for over 12 months and the client then re-engages with the programme the | **Re-registrations:**<br>As above | **Re-registrations:**<br>As above | **Re-registrations:**<br>• Upload SW privacy notice (if previous privacy notice out of date) and Action |

| Output | Definition | Evidence requirements for claims | Tracking requirements – information to be recorded on Hanlon | Guidance for recording output on Hanlon |
|---|---|---|---|---|
| | client should be re-registered and re-assessed. Re-registrations will be counted towards this output. | | | Plan<br>• Add Re-Registration Activity - completed successful<br>• Add Action Plan Activity - completed successful<br>• Add Notes |
| **2a. Clients starting a job** | New jobs started in the quarter, including self-employment.<br><br>Jobs must be paid but there is no requirement for number of hours or contract type. | One or more of:<br>• Letter or email from the employer confirming employment has started<br>• Signed contract of employment<br>• Copy of first payslip<br><br>If self-employed, one or more of:<br>• Invoice on headed paper<br>• Evidence of income<br>• UTR number<br>• Company registration documentation | All of:<br>• Employer name<br>• Employment start date<br>• Employment Type (f/t, p/t, self-employment)<br>• Contract type (permanent, temporary, zero hours etc.)<br>• Average weekly hours<br>• Gross hourly pay | • Upload SW Job Outcome Form with attached evidence<br>• Add Job Outcome, Job Sust 13wks and Job Sust 26wks Activities – in progress<br>• Add destination details, then Job Outcome Activity - completed successful |
| **2b. Clients starting an apprenticeship** | New apprenticeships started in the quarter – i.e. a job with training to industry standards delivered through a formal apprenticeship scheme. | One or more of:<br>• Letter or email from the employer or training provider confirming the start date of the apprenticeship<br>• Apprenticeship contract | All of:<br>• Employer name<br>• Apprenticeship start date<br>• Apprenticeship level<br>• Gross hourly pay<br>• Training Provider | • Upload SW Apprenticeship Form with attached evidence<br>• Add Apprenticeship and Apprenticeship Job Sust 26wks Activity – in progress<br>• Add destination details, then Apprenticeship Activity completed successful |

46

| Output | Definition | Evidence requirements for claims | Tracking requirements – information to be recorded on Hanlon | Guidance for recording output on Hanlon |
|---|---|---|---|---|
| **3a. Clients sustaining a job for 26 weeks** | Clients who have been in work for 26 weeks or more, or in work for 26 out of 32 weeks.<br><br>Where a client has been in employment for 26 out of 32 weeks, employment does not necessarily need to be with the same employer for the whole period. In these cases, evidence of the most recent employment must be provided.<br><br>Sustainment claims can be made no later than 32 weeks after the initial job start date.<br><br>Where a client starts a new job or makes a change that meets the progression criteria within 26 weeks of starting their initial job, meaning that they would have sustained employment for over 26 weeks, this can be claimed as both a progression outcome and as a sustainment outcome for the same individual.<br><br>If a client sustains employment for 26 weeks and is subsequently supported to make a change that meets the progression criteria, both a sustainment outcome and a progression outcome can be | One or more of:<br>• Letter or email from the employer confirming sustained employment for 26 weeks or more (or 26 out of 32 weeks)<br>• Copy of first payslip from recent employer and of pay slip dated 26 weeks after the job start date<br>• Copies of pay slips showing employment for 26 out of 32 weeks | | • Upload SW Job Sustained 26wks Form with attached evidence<br>• Add Job Sustained 26wks Activity - completed successful |

| Output | Definition | Evidence requirements for claims | Tracking requirements – information to be recorded on Hanlon | Guidance for recording output on Hanlon |
|---|---|---|---|---|
| | claimed for the same individual. | | | |
| **3b.  Clients sustaining an apprenticeship for 26 weeks** | Clients who have sustained an apprenticeship for 26 weeks or more | One or more of: <br> • Letter or email from the employer or training provider confirming sustainment of apprenticeship for 26 weeks or more <br> • Copy of pay slip dated 26 weeks after the apprenticeship start date | | • Upload SW Apprenticeship Sustained 26wks Form with attached evidence <br> • Add Apprenticeship Sust 26wks Activity - completed successful |
| **4.  Clients progressing into a better role** | Progression into a better role is defined as a change in employment for a client who is already in work which results in one or more of the following: <br><br> d)  Wage uplift: <br> • If previously on London Living Wage, wage uplift of inflation + 10% <br> • If not previously on London Living Wage, move to London Living Wage or above AND wage uplift of inflation + 10% <br><br> Pay progression thresholds can be checked on the Excel Pay Progression Calculator. <br><br> The rate of inflation should be taken as the rate published by the Office for | **Progression outcome A:** <br> One or more of: <br> • Letter or email from the employer confirming wages <br> • Contract of employment confirming wages <br> • Copy of pay slip (before and after pay progression) <br><br> **Progression outcome B** <br> Either of: <br> • Letter or email from the employer confirming achievement of training outcome(s) <br> • Certificate of qualification <br><br> **Progression outcome C** <br> Either of: <br> • Letter or email from the employer confirming contract type <br> • Contract of employment | All of: <br> • Employer's name <br> • New employment start date <br> • New contract type (permanent, temporary or fixed-term) <br> • New average weekly hours <br> • New gross hourly pay <br> • Qualification gained | • Upload SW Job Progression Form with attached evidence <br> • Job Progression (Wage Uplift), Job Progression (Training) or Job Progression (Contract) activity – in progress <br> • Add destination if applicable and then go back to activity to change to completed successful <br> • Provide details of support given to enable progression in Activity Notes <br><br> It's the council's intention that providers are able to support clients to continuously progress. Where a client achieves more than one of the progression criteria at the same time (i.e. the clients |

| Output | Definition | Evidence requirements for claims | Tracking requirements – information to be recorded on Hanlon | Guidance for recording output on Hanlon |
|---|---|---|---|---|
| | National Statistics at https://www.ons.gov.uk/economy/inflationandpriceindices at the time of the achievement of the progression outcome.<br><br>e) Accredited training outcome focuses on the career ambitions of the client, giving them the potential to progress. It can be recorded when the client gains a qualification or award at a level up from their existing skills level (i.e. doing a level 3 qualification whilst already being qualified to level 2) OR the client completes training which enhances their in-work skills such as management/project management course, specific construction training that enables them to secure a new role on a construction site or change their career.<br><br>f) Moving from zero hours or temporary hours contract to a guaranteed hours contract (to qualify number of hours must be above previous average weekly hours) or moving from | This evidence will be checked against the information recorded at registration to demonstrate progression within work. | | secures a new job which offers higher pay and a more secure contract), only one progression activity should be added on Hanlon and a note should be made on the activity that another progression outcome was also achieved.<br><br>Providers are able to claim in work progression outputs for clients who have previously been supported to progress in previous quarters. |

| Output | Definition | Evidence requirements for claims | Tracking requirements – information to be recorded on Hanlon | Guidance for recording output on Hanlon |
|---|---|---|---|---|
| | a guaranteed hours temporary contract to a permanent guaranteed hours contract | | | |
| | Where a client achieves more than one of the progression criteria at the same time (i.e. the clients secures a new job which offers higher pay and a more secure contract), only one progression outcome can be claimed. | | | |
| | Progression outcomes achieved with the same employer or with a new employer can be claimed. | | | |
| | Apprenticeships cannot be claimed as a progression outcome and must be claimed as an apprenticeship start. | | | |
| | Progression outcomes may be claimed for new clients or clients who have previously been supported by any Southwark Works provider. | | | |
| | Multiple progression outcomes can be claimed for the same individual over the course of the provider's contract where these can be demonstrated with | | | |

| Output | Definition | Evidence requirements for claims | Tracking requirements – information to be recorded on Hanlon | Guidance for recording output on Hanlon |
|---|---|---|---|---|
| | evidence. | | | |
| **5. Clients securing a work placement (e.g. work experience, paid internship, volunteering)** | **Work experience:** unpaid work placement with an employer for at least two weeks<br><br>**Volunteering:** volunteering placement for any amount of time<br><br>**Internship:** An internship of at least 4 weeks, paid at London Living Wage or above | **Work experience or volunteering:** Letter, email or screenshot of text message from the employer or volunteering organisation confirming placement start and end dates<br><br>**Internships:** Letter or email from the employer confirming start date, length or placement and wages | | • Upload SW Work Placement Volunteering or Internship Form<br>• Add Work Placement /Volunteering Activity or Internship Activity – in progress, then completed successful |
| **6.Clients supported to access accredited skills and training** | Clients accessing training courses directly delivered and funded by Southwark Works providers or delivered externally. This could be accredited short courses or entry level certificates which help clients gain employability skills and confidence and basic level qualifications to start work; i.e. CSCS cards, Health and Safety, hygiene, First Aid etc. | One or more of:<br>• Course registration list showing client's name and signature as proof of attendance<br>• Letter or email from training provider confirming attendance of client<br>• Certificate or accreditation | | • Upload evidence of attendance or qualification/certificate<br>• Attending Accredited Training Activity - completed successful<br>• Add Client Expenses Activity (£) |

# 3. Project Expenditure Reporting

The following rules must be observed in order to claim payment. Failure to observe these rules may result in the contract being terminated and/or the council reclaiming funds irrespective of whether they have been spent by the contractor.

## 3.1. Eligible expenditure

Eligible expenditure means revenue expenditure that is wholly defrayed (defined below) in connection with activities contributing to the project as specified in, and to meet the objectives of, the contract. Only eligible expenditure can be reported.

Certain expenditure is ineligible and must not be included in any claim, for example:
- Recoverable VAT paid on any expenditure
- Expenditure that is supported by other sources; that is, where the Southwark Council funding and other support combine to total more than 100% of the project's costs
- Expenditure on works or activities which any person has a statutory duty to undertake
- Any liability and costs arising out of negligence
- Payments for unfair dismissal or redundancy
- Expenditure dated after the contract's term or before agreement of the project proposal and the issuing of a funding agreement letter by Southwark Council
- Payment made in advance of operational need, which precludes prepayments
- Profit made by the contractor

This list is not exhaustive and the project manager must consult the PMO if there is any doubt as to whether particular costs are eligible.

Meaning of defrayed expenditure
Reporting of expenditure on a quarterly basis follows a strict rule that only expenditure actually defrayed may be included in the quarterly figures. **"Defrayed"** is taken to mean that the costs have actually been paid for by the quarterly cut-off date and cash has left the contractor's bank account.

Please ensure that the following principles are followed:

a) Project managers should only report actual costs paid out to third parties within each quarterly reporting period and neither creditors nor accrued expenses may be included in any project costs;

b) If internal costs are recharged to a project from another cost centre of the contracted organisation, the recharged costs must have been defrayed and transferred within the quarter for which they will be claimed or soon after during the following quarter;

c) Projects may be given an agreed amount of funding at the beginning of the contract period. Throughout the remaining lifetime of the project when the PMO has audited each quarterly claim, approval will be given for the quarterly invoice to be issued to the council. Please note that the value of the quarterly invoice will be equal to the cash expenditure figure claimed in the relevant quarter's financial PMF. Payment for the fourth quarter will be made on the basis of the interim claim and will be for the difference between total funding paid to date and the project's total expenditure to date.

### 3.2. How to report expenditure

Quarterly expenditure should be reported on the provided Expenditure Reporting Form and sent to the PMO by the quarterly reporting deadline. A breakdown of all items of expenditure must be provided. This is divided into staffing costs, delivery costs and beneficiary costs.

For example:

**Quarter One**

| | Budgeted Amount | Actual Spend | Match Funding | Variance | Comments |
|---|---|---|---|---|---|
| Total staff and management costs | £14,650.00 | £14,650.00 | | | |
| Total beneficiary costs | £2,200.00 | £2,090.00 | | -£110.00 | |
| Total delivery costs | £200.00 | £205.00 | | £5.00 | |
| **Quarter One Total** | **£17,050.00** | **£16,945.00** | £0.00 | **-£105.00** | |

**Staff and management costs**

| Budget Item | Budgeted Amount | Actual Spend | Match Funding | Variance | Comments |
|---|---|---|---|---|---|
| Project manager 0.5 FTE | £3,000.00 | £3,000.00 | | £0.00 | |
| Caseworker 2 FTE | £11,650.00 | £11,650.00 | | £0.00 | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| **Subtotal** | **£14,650.00** | **£14,650.00** | £0.00 | £0.00 | |

**Beneficiary costs**

| Budget Item | Budgeted Amount | Actual Spend | Match Funding | Variance | Comments |
|---|---|---|---|---|---|
| Food safety courses | £1,500.00 | £1,350.00 | | -£150.00 | |
| Interview clothing | £200.00 | £250.00 | | £50.00 | |
| Client travel expenses | £500.00 | £490.00 | | -£10.00 | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| **Subtotal** | **£2,200.00** | **£2,090.00** | £0.00 | **-£110.00** | |

The breakdown of expenditure will be reviewed as part of the monitoring process and the PMO will raise any concerns before any claims can be processed.

Evidence of all expenditure (as defined in the section below) **must** be retained by the supplier but evidence is not required to be provided to the PMO on a quarterly basis. The PMO may request evidence of any expenditure at any time and spot checks will be performed during the term of the contract.

### 3.3. Evidence of expenditure

Evidence of all expenditure must be retained by the provider. Evidence should demonstrate beyond doubt that expenditure claimed has been defrayed on eligible project activities and should identify precisely the nature of the goods or services purchased. Projects must follow the council's standards in procurement, which may be requested from the PMO.

The following list gives examples of evidence needed to prove eligibility of expenditure:

- Overheads: Invoices for total spend and apportionment method
- Meeting Room: Name of meeting, date, total contribution and attendees signatures
- Staff time:

  - For staff that work for the project and are paid from a source other than LET: signed timesheet to demonstrate time given in kind or, for a fully funded post, contract of employment
  - For staff paid by LET: a copy of their pay slip or a print out from the contractor's payroll system and with details of apportionment (if appropriate)

- Copies of invoices, receipts and signed statements of petty cash expenditure
- Copies of Bank Statements, direct debits agreements or/and a signed declaration of direct debits
- Apportionment methodology

If sufficient evidence is not provided on request then the claim will be reduced to reflect the amount for which evidence is available. In no circumstances may expenditure be claimed against an item which is not given as a budget heading on the Expenditure Reporting Forms as this represents expenditure out of contract.  Projects must be able to demonstrate a clear audit trail to verify that there is evidence for the claim and that expenditure has been incurred in a proper manner, that the project has sound financial management, that the project complies with council's regulations and that the project represents value for money.

### 3.4. Match funding
Match funding is the amount of contribution towards the eligible costs of a project by bodies other than the Council. Match funding will have been stated at the time of preparing the tender and can be either from a public source e.g. local authority, Big Lottery etc., or from a private source.

Match funding can relate to a specific project item or can be general funding for the whole project, for example contractor's paid staff who have worked on the project but are not paid from Southwark Council funding. The PMO will expect to see that match funding is being used for the project according to the approved contract and that evidence is made available to substantiate all claims made. If overall project costs are not as profiled then re-profiling of match funding may be permitted if this represents value for money for the council.  This is to give a degree of flexibility in managing the funding

### 3.5. Internal recharging
The accounting action of transferring costs internally (from one account to another) within an organisation is called internal recharging. Internal recharging may occur when projects incur costs which are paid centrally by the contractor, for example heating or rent. In this case, it is usual to pay the organisation's full costs and then allocate portions of this total amount to component parts of the organisation, including the project. The apportionment method applied to any expenditure claimed must be included in the project proposal.  Otherwise the method must be approved by the PMO. Internal charges must have an audit trail.

The date expenditure was originally defrayed by the contractor, not when recharged, is the ruling date for being treated as defrayed costs for inclusion in the quarterly monitoring reports. Internal recharges must be at true defrayed cost and not notional additions. For example an estimated uplift to represent administration and overheads is not permitted. Evidence for such costs and proof that the agreed apportionment method has been applied must be retained and made available to the PMO.

# 4. Managing Underperformance

If following the review of a provider's performance over the previous quarter, the PMO identifies that the supplier is not meeting the targets for the Core Outputs, as specified in the provider's contract the PMO may request that the supplier completes an improvement plan. This will specify how any underperformance will be addressed over the following quarter.

## 4.1. Service Credits

From the second quarter of contract delivery, if the provider has met 70% or less of the target service level for either or both of core outputs X and Y for two consecutive quarters then Service Credits will apply. The following calculation will be made and contract budget funding will be reduced accordingly.

Service credits are calculated as follows:

$$\frac{\text{Total two-year contract value x 10\%}}{\text{Annual output target}} = 1 \text{ service credit}$$

Performance will be discussed with the provider on an ongoing basis as part of the contract management process.

Service Credits will be removed when performance moves above 70% though can be applied again should a further 2 consecutive quarters of under-performance occur again during the contract period.

**Appendix 3 – Draft Quarterly Narrative Report**


**Southwark Works
Quarterly Narrative Report**


| Title of programme | |
|---|---|
| Name of Organisation | |
| Name of person completing report | |
| Date and Quarter | |


Please provide an update on your project by completing each of the sections below. Provide information on whether you used any evaluation tool, questionnaires or forms that were not provided by Southwark Council to collect information. Do not include client names; instead please use Hanlon client reference.


1. **Please describe the activities and progress of your project over the last quarter, highlighting any aspects that aren't shown in the statistics in the reporting database. Please also complete the table showing outputs that have been uploaded to and evidenced on Hanlon.**


| | Output | Annual Target | Quarterly Target | Actual (including shared outputs) |
|---|---|---|---|---|
| 2 | a) Number of clients starting a job | | | |
| | b) Number of clients starting an apprenticeship | | | |
| | Clients supported to access accredited skills and training | | | |


2. **Please describe any lessons learnt by your project over the last quarter, or any examples of best practice you have developed.**


| |
|---|
| |

3. **Which organisations or council teams were your main referral sources?**

<br><br><br><br><br>

4. **Please share views from clients or employers around the challenges or opportunities they are facing.**

<br><br><br><br><br>

5. **Please explain any variances of 30% in output delivery (targets exceeded or missed) this quarter. Are these temporary or permanent variances? Please include details of how underperformance will be addressed.**

<br><br><br><br><br>

6. **Please explain any variances of over 10% in finance this quarter. Are these temporary or permanent variances? Where relevant, please include details of how this will be addressed.**

<br><br><br><br><br>

7. **Please let us know if any safeguarding issues were recorded this quarter. If yes, please provide a summary of the incident and actions taken.**

<br><br><br><br><br>

**8. Please complete the table to provide details of any shared outputs.**

| Client reference | Type of output (job / apprenticeship etc.) | Provider shared with | Hanlon programme |
|---|---|---|---|
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**9. Milestones**

Please use milestones included in your call off contract tender response document, also include any new milestones developed in contract delivery.

| Date |  |
|---|---|
| Quarter |  |

| Milestone | Date achieved | Anticipated date if not achieved |
|---|---|---|
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

**Appendix 4 – Draft Remedial Action Plan**

# Southwark Works Remedial Action Plan

You have been asked to complete this action plan because you have been notified by the council that there are concerns with your contract performance. Resulting from failure to achieve the outputs set out in the contract, you are potentially in breach of your contractual obligations under the Southwark Works Framework Agreement.

The action plan aims to establish the corrective action required to address underperformance against the contractual obligations for delivery of outputs. In line with the terms of the contract, if the council considers that the action plan is unsatisfactory, the council will notify you in writing and set out where the plan should be improved.

Ongoing performance in relation to the action plan will be reviewed and a formal review meeting(s) will be held within a timeframe specified by the council.

If following the review meeting and after an agreed period you should fail to satisfy the council that the areas of concern have been remedied, then you may be considered to be in material breach of contract and if so the council reserves the right to take further remedial action.

## Section 1 – Priorities and action plan

| Provider name | | Date | |
|---|---|---|---|
| Staff member | | Job role | |
| **Key issues and challenges (include details of where you have missed key output targets and the reasons for this)** | | | |
| | | | |
| **Priorities (what are the main steps you need to take to address shortfall)** | | | |
| | | | |

| Action Plan and targets to achieve priorities | | |
|---|---|---|
| **Area for improvement** | **Specific action/steps to be taken** | **Target completion date** |
| | | |
| | | |
| | | |
| **Additional comments and notes** | | |
| | | |
| **Next review date** | | |
| **Manager signature** | | **Date** | |
| **Director signature** | | **Date** | |
| **Southwark Council** | | **Date** | |

**Appendix 5 – CRM System**

# Hanlon Client (SR)

*A total case management solution for employability and health & well-being projects*
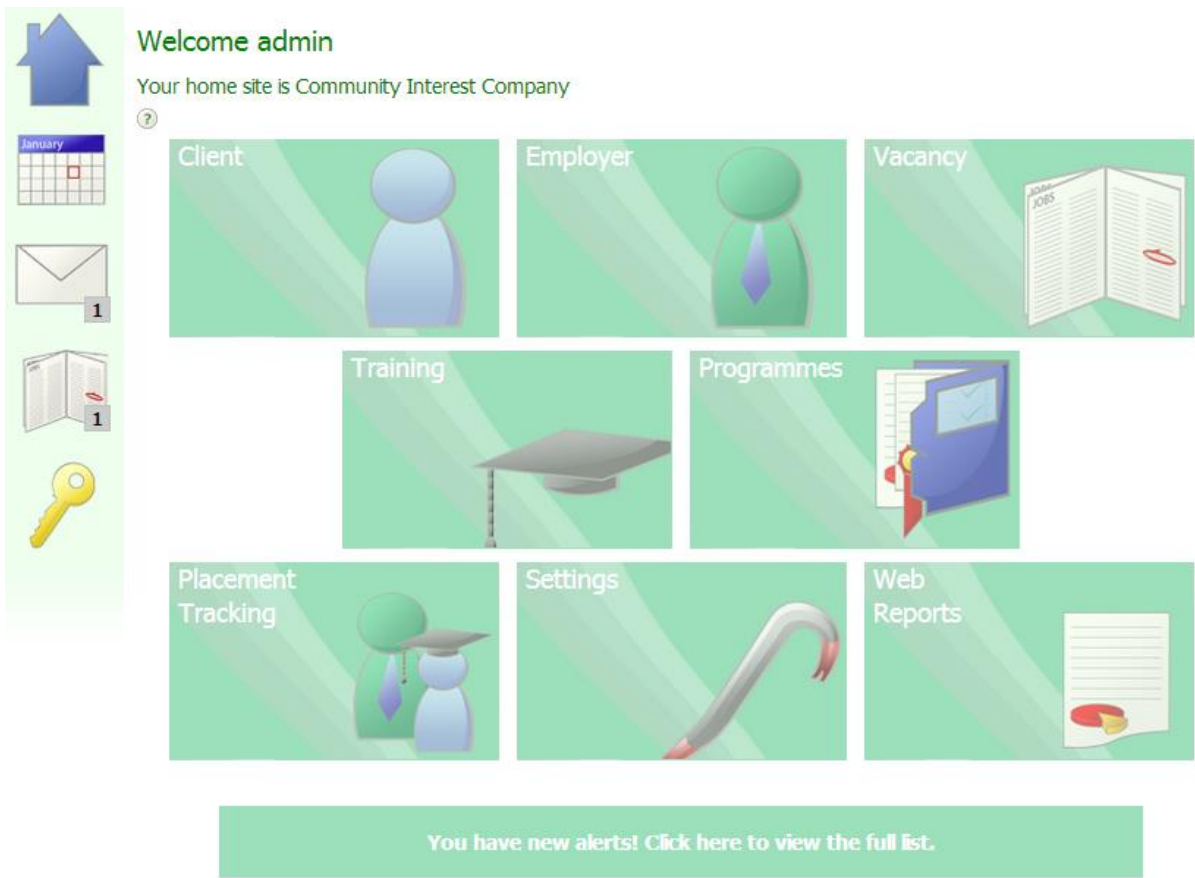
# Summary

Hanlon Client is a flexible case management system accessed via the internet. It is used to track interventions delivered to clients. It helps advisors manage busy caseloads, analyses performance and helps to measure impacts.

The system manages a continuous and comprehensive history of client data, including:
- **barriers to progression**
- **interventions delivered**
- **outcomes achieved**

The system has a highly configurable data framework, which is used to create client profiles and record interventions and outcomes in a standardised way.

In Southwark, Hanlon Client is used to coordinate employability services across multiple agencies. Sharing a single data management solution helps the service providers work together more effectively and achieve client outcomes more quickly. It also provides a standardised way for Southwark Council to report on service delivery across Southwark Works.

When deployed across multiple agencies, the system respects data sharing protocols to protect confidentiality whilst at the same time enabling a comprehensive and holistic record of each client to be maintained. Interventions and outcomes can be assigned to the agency that delivers them, ensuring that outcomes are correctly attributed and funding correctly apportioned.

## Enterprise and Jobs
Another key aspect of the system is its ability to manage vacancies and relationships with businesses. A flexible skills profiling tool ensures that clients are matched to the most appropriate jobs and businesses are presented with the most suitable candidates.

## Training
The training module helps to schedule courses and manage enrolment. Together with the skills profiling module this helps to ensure that local people have the skills required within the local economy.

## Funding management
The programmes module helps manage funding. An important function of this module is evaluating client eligibility for funding.

Ensuring data security is a key consideration. Security of our systems is continuously monitored and Hanlon servers, processes and applications are ISO 27001 accredited.

# Background

The Hanlon system was implemented in Southwark in 2000. It began life in the late 1990s as a client tracking tool specifically designed to ensure that local people would benefit from the jobs created as a result of regeneration projects. The system is used in a range of different circumstances to support clients, ultimately in to work, who face multiple barriers to progression, including:
- money and debt issues
- low skills, confidence and self esteem
- health and well being
- substance abuse
- ex-offenders

- single parents

# The Hanlon Model

The Hanlon system connects clients, businesses and service providers in a total employability model. Clients are at the heart of the model. Service delivery is focussed on the individual needs of the client or business.

The common assessment framework enables service providers to record and share details of clients' barriers, aspirations and the support they require to move forward. Sharing information enables providers to collaborate so that outcomes are achieved far more quickly and cost-effectively. The same applies to businesses and the support they require to grow and thereby create employment opportunities.

Job vacancies can be recorded and profiled according to the skills required. Clients are matched based upon 'best fit'. The system will highlight where clients do not have the requisite skills and signpost appropriate training.

Where clients are furthest from the labour market, progression can be reported by monitoring changes in the clients' profile.

The model is underpinned by robust performance monitoring and funding management. Outcomes can be disaggregated down to individual agencies. The system is used to report on a whole range of funding streams including ESF and ERDF and to trigger claims based upon work delivered and outcomes achieved.

The system is modular. Users can select which elements meet their specific requirements and implement only those.

# A Single Shared System

The system consists of a single database, storing data on clients, employers, providers and funders. Each provider registers and maintains their own client data and can share this information with other agencies who are engaged with the same clients.

The system is able to disaggregate the contribution made by each agency in the client journey so that outcomes can be assigned to the correct provider. Reports have been specifically designed to do this.

Client information is shared across the network of providers using protocols that are agreed centrally. This means that each agency only has access to data that is relevant to them but at the same time a comprehensive record of each client is recorded on the system.
User profiles can be created to limit the amount of functionality seen and used by each user. This ensures that the system is kept as simple as possible at the user level by not cluttering their screens with functionality that is not relevant to their job.

## Shared experience

Sharing a data file has a number of benefits in addition to the referrals and service collaboration discussed earlier. Other important benefits are:
- standardised data collection
- collective reporting functionality

- communal experience of a system leading to strategic development to meet future programme needs

Software updates are produced on a 6-8 weeks cycle. Hanlon's large community of diverse users suggest enhancements and new functionality that is then added to their development schedule. Development requests are either made through the helpdesk or user groups.

Once a development is completed, a new software build is created and released to all users who require it.


# Adaptability

The system is a complete solution for client case management. Organisations working with clients with multiple barriers to progression can use the system to plan interventions and record outcomes at any stage in the client journey.

The system is very flexible and is modularised. This means that organisations are able to match system functions to their requirements and switch off those elements that are not relevant to them. Available functionality includes:

- Client registration and case management, including alerts, SMS, mail merge and bulk emails
- Action plan creation and monitoring
- Activity, intervention and outcomes recording
- Client referrals management
- Family unit data processing
- Training and qualifications tracking
- Hard and soft skills recording and monitoring
- Client progression
- Job vacancies management
- Clients and job vacancies matching
- Employer relationship management
- Funding programmes management
- Service provider directory
- Web portal, incorporating service user, provider and business accounts


The system is used in a large range of projects with various aims, including:
- Employability
- Employment
- Self-employment
- In-work support
- Volunteering
- Drugs and alcohol services
- Homelessness
- Asylum seekers / Refugees
- Health and well being
- Business development – loans and grants management
- Community capacity building

When a client is registered on the system, a check can be run to determine which programmes they may be eligible for.

The data framework on Hanlon is completely customisable. There is a facility for users to create new data fields and to select the types of data that can be stored.

The reporting feature on Hanlon is intrinsically linked to the data framework, so any changes made to the framework are automatically picked up by system reports. Therefore, if a change is made to any statutory reporting requirement, such as ESF returns, it is a straightforward job to incorporate this in the system.

Another key feature of the system is its management of client activities and interventions. These describe everything that is done with the client and any resulting outcomes. Activities can be linked to the system calendar which can also be used for appointment booking. Unit and actual costs can be assigned to activities and reported on at the end of each period. So costs of outputs and value for money can be calculated.

The list of available activities can be configured to reflect what the organisation delivers. The system contains a very powerful feature for matching clients and vacancies based upon their skills and other attributes. This ensures that clients are only submitted to relevant jobs and employers only see suitable clients.

Details of job vacancies, apprenticeships, work experience, training and volunteering opportunities can be profiled and maintained on the system in such a way that clients can be matched to them using the skills and profiling tools.

A wide range of criteria can be taken into consideration when matching, such as qualifications, languages (spoken and written), key basic skills, availability for work, types of contract, locations/areas and profile items, which are particularly useful when matching entry-level jobs.

The matching process is very fast and accurate, ensuring that clients are only submitted to opportunities that they have a good chance of being successful in and employers are only sent candidates that meet a high percentage of their requirements.

## Enterprise module

Hanlon Enterprise is a powerful CRM module for managing relationships with employers, businesses and service providers and seamlessly integrates with Hanlon Client. It can be used to:
- maintain a directory of service providers
- search for appropriate provision for clients
- manage interactions with employers/ service providers
- manage vacancies
- track support provided to companies
- monitor funding and grant applications
- manage supply chains

Operations can be performed on individual and groups of businesses, including:
- sending emails and SMS text messages
- uploading and managing documents
- reports and analysis
- batch updates such as recording activities and updating profiles

An important feature of the CRM is its ability to manage interactions with businesses across a number of service providers. The system provides a central point where all contacts with the business can be shared. Protocols can be applied to enable each user to determine which interventions are shown and which are hidden. This enables any user working with a business to see who else has been in contact.

Details can be recorded on each business / service provider's capabilities and profiles, creating a comprehensive record of what they do, their size, capacity and quality. The system maintains a history of changes made to the data so business progression can be monitored.

# Reports and Analysis

The Hanlon reporting module is a very powerful tool that puts the user in control of the data entered on the system.

Reports have been developed over a number of years to meet the requirements of organisations that receive funding to support clients and businesses. There is a large directory of customised reports to help advisors with their case management, to help managers monitor and plan and to satisfy the requirements of funding programmes such as ESF, ERDF and other Government schemes.

All aspects of the system can be reported on including clients, interventions, programmes, training, vacancies and employers.

Reports are available in a number of formats including customised layouts and pivot tables. The Hanlon support team will develop any ad hoc reports required by users and these can be added to the users own reports dashboard once they are completed.

## Report Criteria

Both simple and complex criteria can be created by users to drill down to exactly the data they wish to see.

Without leaving the system a pivot grid can be created from the results of criteria. The pivot enables the user to easily manipulate the data. For instance, analysis can be grouped by advisor or service provider so that performance can be compared, or filtered by date so that improvements in outcomes over time can be analysed.

Reports can be accessed using a very simple tree listing, similar to Windows explorer. New reports can be easily added to the tree.

Pivot reports provide users with the flexibility to manipulate vast amounts of data and extract critical information that can be used for performance monitoring, validation of triggers for funding claims and measuring impact. Data can be dragged and dropped into various areas of the report, creating great flexibility.