

Brief for the Provision of a South Lambeth Recruitment Service

1. *Statement of Purpose*

South Lambeth BIDs working in partnership with Lambeth Council across the town centres of Brixton, Clapham, Streatham, West Norwood and Tulse Hill wish to deliver a joint recruitment service to match local job seekers with local job vacancies. The service should work with businesses to help them recruit the right employees and aim to secure long term placements for vacant roles in a variety of sectors, in particular, retail, hospitality and office administration.

The service should also provide advice and information to businesses on maintaining attractive working conditions, employee retention and other employment issues.

The purpose of this brief is to invite proposals from agencies or individuals interested in delivering this service. The successful candidate will be responsible for setting up and delivering the services laid out in this document in collaboration with the Management Board of partners described in Section 8.

2. *Contents of this brief*

The remainder of the brief is laid out as follows:

Section 3 – Useful background and geography for the service

Section 4 – Context for this commission

Section 5 – Aims and purpose of this commission

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3. Background and geography for the service

The partners that are jointly procuring this service are Brixton Business Improvement District (BID), InStreatham BID, Clapham BID and Station to Station BID (covering West Norwood and Tulse Hill) alongside the London Borough of Lambeth.

A Business Improvement District is a precisely defined geographical area within which the businesses have voted to invest collectively in local improvements to enhance their trading environment. BIDs do not affect the level or quality of service provided by the local authority to the area.

A BID is initiated, financed and led by the commercial sector, providing services identified and requested by local businesses that are in addition to, or improvements on, the baseline services provided by the local authority in that area. There are now over 300 BIDs in the UK and over 60 in London.

There are currently 7 BIDs established within the London Borough of Lambeth. The 4 BIDs that are part of this procurement are all in South Lambeth and are outlined in the map below.



The 4 BID areas primarily cover town centres and high street areas, with approximately 1,450 business members between them. The key town centre sectors across these areas are:

- Retail – Retailers make up approximately 41% of the town centre businesses across these four areas, with approximately 2/3 of these being comparison retailers and 1/3 convenience. These comparison retailers consist of a large number of independent businesses or small chains alongside a smaller number of big names such as H&M, Boots, Argos, B&Q and New Look.
- Hospitality – Restaurants, cafes and takeaways make up approximately 20% of town-centre businesses. In addition, a number of new hotels have opened and more are due to open, in particular in Brixton.
- Hairdressers and beauty parlours – These make up approximately 11% of town centre businesses
- Night-time economy – Pubs and bars make up approximately 4% of town centre businesses across the 4 BID areas. Although this is a smaller percentage than some other sectors, the night-time economy plays an important role in the vibrancy of some of these locations. In addition, South Lambeth is a hub of cultural institutions such as the O2 Academy in Brixton, the award-winning Hideaway music venue in Streatham and the Ritzy; a restored 1911 cinema.

In addition to the town-centre uses mentioned above, the BID areas include a number of office and industrial units. Of particular note are

- International House – recently opened in Brixton as London’s largest ‘affordable workspace hub’
- Parkhall – an office complex in West Norwood operated by Workspace Group
- KIBA – the Key Industrial Business Area in West Norwood. An area of industrial spaces protected by planning and home to a mix of large and small businesses such as Arriva, Mylands Paint, and Blackbird Bakery

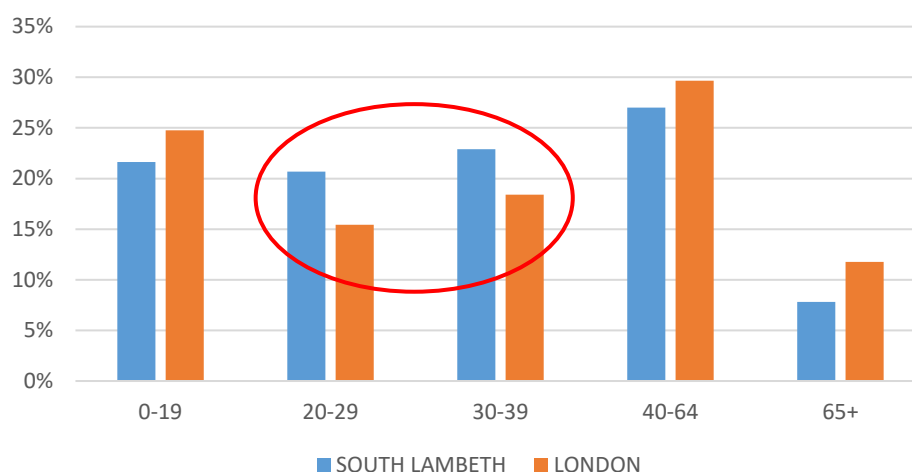
4. Context for this commission

The social and employment landscape

South Lambeth is undergoing a process of major change and redevelopment. The BID areas involved are keen to see that, throughout this process and into the future, businesses and cultural institutions are kept at the heart of these plans and have the ability to recruit staff easily.

The London Borough of Lambeth has a younger than average resident population compared with London as a whole (see graph below), with a significantly higher proportion of 20-39-year-olds.

Population by age - South Lambeth v London



The unemployment rate a 5.6% rate of unemployment (2018/19); higher than the London average of 4.7%. It also has a higher percentage of workers in part-time roles; 29.5% compared to 26.5% across London. In addition, a third of working-age people in Lambeth are living in poverty (on the measurement of having a household income below 60% of the median income). Lambeth has one of the highest proportions of lone-parent families in the country, accounting for approximately 1 in 10 households. Combined with travel times on public transport, family responsibilities in these situations can make it difficult for people to fill job roles in other parts of the borough.

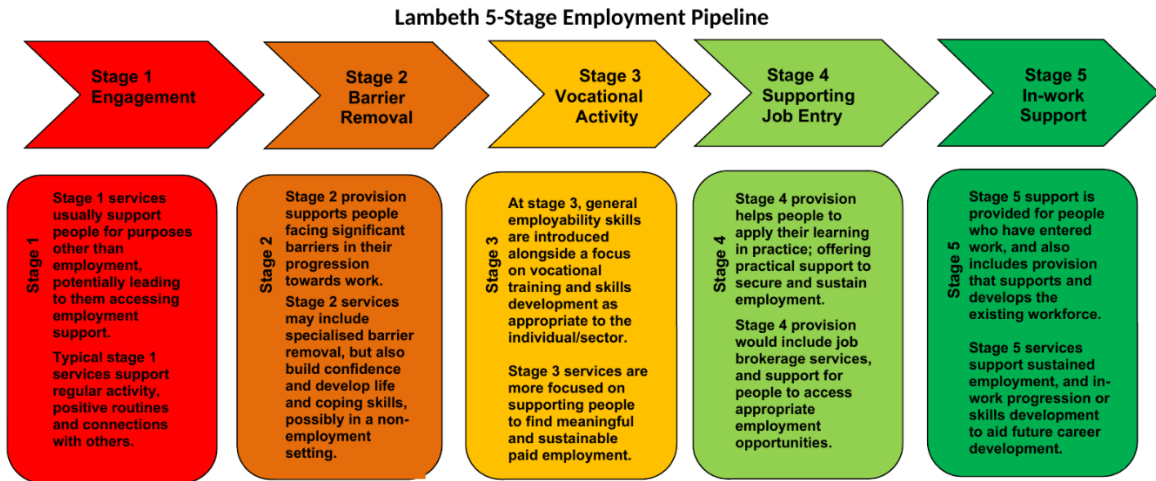
In the midst of this, Brexit and falling immigration is making it more difficult for businesses to recruit the candidates they need. For example, a recent study by the Centre for London into the hospitality industry suggested that London's growing restaurant scene means it has three times more chefs than 10 years ago but struggles with recruitment and retention. Approximately 10% of workers leave their jobs each year and with 85% of London's chefs being born abroad, Brexit and falling immigration are exacerbating these recruitment difficulties. Anecdotal feedback from businesses in south Lambeth suggests that they are particularly struggling with recruitment of entry-level trainees (for example for hairdressers and beauty salons) and staff for positions in the lower-paid end of the jobs market such as waiters, baristas and administrative roles.

There is, therefore, an opportunity both in terms of recruitment and retention to help both businesses and candidates by:

- Helping employers find local candidates
- Supporting employers to consider ways that they can improve retention

The existing framework

The London Borough of Lambeth has recently switched to a commissioning model for its services supporting residents into work. It has adopted a framework for these services that is a 5-stage pipeline, with a view to supporting local residents into suitable employment:



A number of services are already in place or are being put in place throughout this pipeline. This service can be best viewed as fitting into Stage 4, a job brokerage service focussing primarily on the demand side and employer engagement, building on the 4 BIDs' unique relationships with their business memberships. The successful supplier will need to gain an understanding of the role of other partners in this pipeline, such as JobCentre Plus, and develop a working relationship with them as appropriate to maximise the benefits to businesses and the effectiveness of the pipeline.

The overarching, public-facing part of this system is Opportunity Lambeth. Candidates can apply for jobs through this website and are triaged by the St Giles Trust to an appropriate level of support (if required). So far the employer side of the system is used predominantly by a number of construction companies involved in large developments in Lambeth. The system provides a way to manage jobs and candidates and is expected to develop so that candidates and jobs can be sorted and matched by skill category etc. The system allows the creation of uniquely branded micro-sites meaning that the service being commissioned by this brief will be able to benefit from the use of this system to manage employer opportunities, advertise, shortlist candidates and set its own parameters for who is eligible to register.

5. Aims and Purpose of this Commission

In light of the context outlined in section 4, the partners wish to provide a recruitment service that:

- Saves businesses across the 4 BID areas time and money during recruitment
- Helps businesses across the 4 BID areas reduce turnover and improve retention rates
- Provides advice and support to businesses across the 4 BID areas about how to attract and retain the desired candidates, including information about the London Living Wage and how to improve working conditions within the means of the organisation
- Identifies other business needs for advice and information, and develops responses as required.

Simultaneously, it is expected that there are synergies that mean these aims can be achieved in a way that:

- Helps Lambeth residents into work that suits their needs and personal circumstances
- Strengthens the local economy by lowering unemployment and fostering local retention of wealth.

It should be noted that various levels of support to help candidates become “job-ready” already exist in the borough and it is not expected that this service should provide these services. Instead, this service should work closely with these existing resources to help place job-ready candidates into suitable local employment.

6. Specification of the service

We envisage that the achievement of the aims in section 5 will require the following elements to an approach:

Set-up

Upon appointment the provider will need to:

- Agree final details of the operating model and KPIs with the project partners
- Meet with other local agencies such as JobCentre Plus, Lambeth College, and other agencies within the Council’s 5-stage pipeline to agree the basis for future collaboration
- Agree a name for the service with the project partners
- Work with the project partners, and Hanlon Client, to set up a branded website and CRM for the management and advertisement of vacancies and candidate applications, based on the system developed for Opportunity Lambeth. It is expected that the system will be branded as a joint scheme between the project partners

Business Support

The provider should:

- Engage with businesses on an ongoing basis to identify recruitment needs
- Offer businesses advice and support where needed to:
 - Think through their requirements and how they can provide desirable working conditions
 - Advise on a suitable process and timetable for recruitment
 - Shape attractive job descriptions/adverts - we envisage this will be through a combination of pre-prepared advice packs and face-to-face advice as appropriate
- Advertise job opportunities on behalf of businesses through the service’s branded website and through other local agencies as appropriate
- Where candidates are already known to the service, actively match up suitable candidates with job opportunities
- Shortlist applications on behalf of businesses
- Gather feedback from businesses on the suitability of candidates in order to help improve the service and signpost candidates to any further support if required
- Provide feet on the ground within the BID areas in order to be visible to businesses and build trust and ongoing relationships
- Identify, on an ongoing basis, any other employment issues that businesses require advice or support with (for example migrant working arrangements, or apprenticeship levy funding), and to develop a response to these in conversation with the Management Group

Candidate generation

In order for the service to become a 'go-to' option for employers, it will need to be able to attract sufficient numbers of good candidates for applications. The provider should:

- Engage with and work alongside local providers, such as Jobcentre Plus, local colleges and schools, community groups, those helping ex-offenders from Brixton prison to find work etc. to develop a 'funnel' of candidates for opportunities
- Propose ideas for developing their own pool of candidates
- Maintain a database of previously unsuccessful candidates, having obtained their consent, that can be alerted to suitable job opportunities

In addition, the provider should seek to work to strengthen the operation of the 5-stage pipeline as a whole, by:

- Where candidates are not "job-ready", or where feedback from interviews suggests this, to refer them to other organisations that can provide training and support
- Maintaining relationships with other providers
- Compiling feedback from businesses about their recruitment needs and the suitability of candidates, in order to help shape the future operation of the different services in the pipeline

Operational arrangements

- In order to maintain regular on-the-ground engagement with businesses across the 4 BID areas the selected candidate or organisation will be expected to have a presence in each of the four BIDs at least one day per week. Desk-space and access to internet, power, kitchen, toilet etc. will be provided by each of the BIDs.
- The candidate or organisation will be expected to work closely with the BID partners, making use of their networks, contacts and marketing capabilities to promote the service and improve outcomes
- At least, to begin with, the service should be free to businesses at the point of use. The project partners are willing to explore revenue models moving forward

Being an ambassador

The candidate or organisation running the service will be the face of this service provided by the BIDs to their members. Businesses are unlikely to distinguish between a member of staff from a BID and a member of staff from the recruitment service. Candidates must therefore always act professionally and be prepared to be an ambassador for the partners, signposting businesses to others within the BIDs or the council as appropriate if they have questions about other services provided by the BIDs or the Council.

Service development

The provider should be committed to improving and developing the service. The provider should, at a minimum:

- Record information gathered through interactions with businesses in order to develop, on an ongoing basis, a better understanding of the recruitment needs and challenges across the 4 BID areas
- Gather feedback about candidates from businesses following interviews
- Track and report on KPIs as agreed with the Management Group (see section 7)

- Be prepared to feed into consultation about the further development of Opportunity Lambeth's system, or the 5-stage pipeline as a whole
- Be willing to work with partners to secure funding from external sources to develop the project

7. Measuring success

The project partners are made up of 4 BIDs and the local council. Although the partners broadly share the same interest, particular aspects of the service's operation will be of particular interest to different partners.

At a minimum, the provider should track the following KPIs in order to measure the success of the project and inform its future evolution. The provider should be able to report on these across the whole service and for individual BID areas:

- The number of businesses engaged
- The number of businesses advertising vacancies through the service
- The number of vacancies being advertised through the service
- The number of candidates being put forward
- The number of vacancies successfully filled
- The home postcode of candidates successfully placed – Lambeth Council, as a partner in the project, have a particular interest in placing Lambeth residents into jobs. Simultaneously, a balance should be struck between placing local candidates and looking further afield to find the right candidates if necessary. It is expected that the majority of candidates will be 'local' (meaning from south Lambeth or nearby communities in neighbouring boroughs), but that the service should aim for at least 50% of candidates to be residents of the borough of Lambeth
- Retention rate at 6 months
- The time elapsed between an advert being placed and the job being filled

The Management Group will agree a full list of KPIs with the provider prior to the commencement of the service.

8. Management

The service is being commissioned initially for three years, with a 12-month and 24-month break clause dependent on performance.

The Management Group for the service will be formed by representatives from each of the project partners. It will meet 4 times a year or more regularly as required to:

- Review KPIs
- Address challenges
- Explore opportunities
- Review performance

The provider will be expected to attend Management Group meetings and to report on, at a minimum:

- Progress against KPIs
- Key successes
- Challenges that need addressing

9. Budget

The maximum budget available for this commission is £51,000 per annum (exc. VAT). This needs to include all fees, staff time, management, travel costs, material costs, IT and marketing.

If an individual is bidding for this work, we expect room to be left in the budget to bring additional part-time resource into the team.

Set up and branding of the website/CRM will be funded separately.

10. Submission process

Submissions should be compiled noting the instructions in section 12.

They should be submitted by 10am, 2nd March 2020 as outlined in the overall timetable in section 11.

Questions may be addressed to Reece Simwogerere by email at admin@brixtonbid.co.uk.

11. Overall timetable

STAGE	TIMELINE
Open call for submissions	February 2020
Deadline for submissions	10am, 2 nd March 2020
Selection panel reviews submissions	w/c 9 th March 2020
Interviews (if deemed necessary)	w/c 16 th March 2020
Appointment	w/c 23 rd March 2020
Inception meeting and project kick-off	April 2020
Project goes live	May 2020

12. Requirements for the submission

Proposals should be in pdf format and no larger than 10MB.

Responses are welcome from organisations or individuals.

If you wish to be considered for the South Lambeth Recruitment Commission, please submit a proposal that includes:

12.1 Supplier information

- Name and address of the organisation or individual
- Main contact name, email and telephone number for the submission
- Two references for whom you have delivered work of a similar nature that can be contacted should you be appointed
- A statement indicating that the appropriate insurance cover is in place and to what level

12.2 Track record and ability to deliver (maximum 3 A4 pages)

Please describe the main reasons why you should be chosen to supply this service and the experience of the specific personnel who will be involved.

As part of this, please include 3 examples of previous work that are relevant to this service. For each example please state:

- The location of the project and the organisation(s) for whom the project was delivered
- The timeframe and cost involved in the project
- The aims of the project
- Your role
- The outcomes of the project

12.3 The proposed approach (maximum 3 A4 pages)

Please outline:

- Your understanding of the service required, your overall strategy for achieving this and whether you see any ways in which the proposed service can be improved on
- Your approach to working with partner organisations
- What approach you would take to ensure a good number of candidates for job vacancies
- Any challenges you foresee with this commission and how you would approach these
- The number of staff days that will be dedicated to the project per week. If your approach is a team approach, please outline the personnel structure, management lines, and who will be the main point of contact

12.4 Quality assurance (maximum 1 A4 page)

Please outline your approach to quality and how you will ensure that this service is delivered to a high standard. If you are an organisation delivering similar work elsewhere, please outline how you ensure learnings are shared and a high quality of work is maintained across all projects.

Please also propose a set of KPIs to track progress, covering at a minimum those listed in section 7.

12.5 Added value and innovation (maximum 1 A4 page)

Please outline what innovations or social value you will add through the way in which you deliver the service

12.6 Quote

Please outline the costs of your proposal (exc. VAT).

This should be inclusive of all costs and be broken down into:

- 1) Staff day rates for each individual included in the project (inclusive of employment overheads)
- 2) Other expenses

Please note that any costs associated with responding to the brief or attending an interview will be borne wholly by the respondent.

13. Selection criteria

The successful partner organisation or individual would be expected to have a strong and robust track record of delivering recruitment schemes.

Submissions will be assessed using the following criteria:

Track record and ability to deliver projects of this type, including consideration of: <ul style="list-style-type: none">• Experience of similar projects• Experience of any individuals involved• Quality assurance processes	35%
Quality and originality of the proposed approach, including consideration of: <ul style="list-style-type: none">• The providers' consideration of what will be required to provide the service• The proposed approach• Commitment to taking the service to the next level• The amount of time to be dedicated to the project• Administration, record keeping and reporting to the project partners	35%
Price	20%
Added value and innovation	10%

14. Selection process

A selection panel, made up of representatives from Lambeth Council and each of the 4 BIDs, will meet to review the submissions.

The selection panel may, if it feels it necessary, ask for further clarifying information from bidders to help it in its decision making.

The selection panel will score the submissions against each of the criteria outlined in section 13. A final score will be arrived at by weighting the scores using the weightings outlined in section 13 and summing them together.

Pricing will be scored by allocating full marks to the cheapest submission and then applying the following formula to arrive at a score for other submissions: $\text{score} = (\text{cost of submission} / \text{cost of cheapest submission}) \times \text{full score}$

If the selection panel feels it appropriate, it will organise interviews with bidders as outlined in the timetable in section 11. The interviews will be used to update the scores and the highest-scoring bidder will be selected to supply the service.