

Report for:  
ACTION



<b>Contains Confidential or Exempt Information</b>	No
<b>Title</b>	WLA Procurements and Contract Changes
<b>Responsible Officer</b>	David Francis, Director West London Alliance
<b>Author</b>	David Lillicrap, West London Alliance Head of Health and Employment Programmes
<b>Portfolio</b>	Councillor Steve Donnelly – Inclusive Economy
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	13 <sup>th</sup> September 2023
<b>Implementation Date if Not Called In</b>	25 <sup>th</sup> September 2023
<b>Affected Wards</b>	All
<b>Keywords/Index</b>	West London Alliance (WLA), Unemployment, Devolution, Work and Health Programme, Universal Support, Adults Social Care, Learning Disabilities and Mental Health (LDMH), Commissioning Alliance

#### **Purpose of Report:**

This report relates to two West London Alliance programme areas as set out below.

#### **Work & Health Programme**

To seek approval from cabinet to continue with our existing programme of West London wide employment support activity which is helping people who need the most support to find jobs. To make this happen the report is seeking approval for LB Ealing continuing to act as the accountable body; allowing WLA to secure additional employment support funding if and when it's available; and for the WLA to procure a provider for the Universal Support Programme.

#### **Social Care – Learning Disabilities and Mental Health (LDMH) Procurement**

The report seeks approval to procure services for adults with Learning Disability and Mental Health Needs. This will ensure adults in West London will have access to good quality and value for money services.

#### **The WLA**

The West London Alliance (WLA) is hosted by London Borough of Ealing as the accountable body and comprises of the London boroughs of Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow. WLA develops and leads on projects where there is benefit in multiple Local Authorities working collaboratively to deliver improved outcomes and value for money.

## **1. Recommendations**

It is recommended that Cabinet:

### **Employment Support**

- 1.1 Notes that Ealing Council, as accountable body on behalf of the WLA, will lead on the sponsorship, procurement and commissioning of the devolved Universal Support Programme in West London.
- 1.2 Authorises the Director of WLA, following consultation with the Strategic Director Resources and the Director of Legal and Democratic Services, to take all necessary steps with DWP, Treasury, GLA, DLUHC and other boroughs and bodies to enter into necessary agreements on behalf of the London Borough of Ealing to enable the continuation of the current devolution to London for employment support programmes, including, the Universal Support Programme.
- 1.3 Authorises the Director of WLA, following consultation with the Strategic Director Resources and the Director of Legal and Democratic Services, to enter into a funding agreement for £35m - £50m, with DWP, Treasury, or DLUHC to fund the provision of the Universal Support Programme across the 7 WLA boroughs.
- 1.4 Authorises the Director of WLA to invite and evaluate tenders on behalf of the London Borough of Ealing for a contract for the provision of job search services for unemployed, sick and disabled people across the WLA who meet the criteria of the Universal Support Programme, with the procurement being carried out using either a competitive dialogue process or a competitive procedure with negotiation and in compliance with Ealing Council's Contract Procedure Rules.
- 1.5 Authorise the Director of WLA, following consultation with the Strategic Director Resources and the Director of Legal and Democratic Services to submit bids for grants and funding; and enter into such agreements on behalf of the London Borough of Ealing as necessary with Treasury, DWP, JCP, GLA, DLUHC; other councils of the WLA or London Councils in relation to other funding that may be available to support the programme.
- 1.6 Delegates authority to the Director of WLA to award a contract to the bidder with the most advantageous tender received pursuant to the procurement exercise referred to in recommendation 1.4.

### **LDMH Procurement**

- 1.7 Authorises Ealing to act as lead authority on behalf of WLA participating boroughs to jointly develop and procure a Dynamic Purchasing System (DPS) under the light touch regime flexibilities permitted by the Public Contracts Regulations 2015 (as amended) (to include inviting and evaluating tenders from providers applying to join the DPS or framework) for the additional LDMH care home provision lot. LDMH services will be procured as an additional 'lot' on the supported living tender which was approved on 19 April 2023 Cabinet Meeting. The arrangement will be for an initial contract term of 4 years with option to extend for a further 4 years with an initial value of up to £628 million for the first 4 year period and £1.3 billion for 8 years (spend figures for the entire contract include both lots). London Borough of Ealing's estimated annual spend is c £25m annually; £100m over the first 4 years and £200m for 8 years on LDMH care homes through this contract.
- 1.8 Delegates authority to the Director of WLA, upon completion of the tender process, to appoint bidders to the DPS or flexible framework for LDMH care home provision, if suitable tenders are received, in accordance with the tender evaluation criteria and enter into suitable contracts with the appointed bidders.

- 1.9 Authorises the Director of WLA to enter into Access Agreements with Brent, Harrow, Hillingdon, Hounslow, Harrow, Hammersmith & Fulham, Kensington & Chelsea and the City of Westminster, with other authorities joining if appropriate (following consultation with the Director of Legal & Democratic Services).
- 1.10 Delegates authority to the Strategic Director of Adults Social Services and Public Health to award contracts from the DPS/flexible framework for LDMH care home provision in accordance with its call off rules.
- 1.11 Notes that a decision on how to best apply the Real Living Wage (London) in the shared procurement following the impact evaluation and consultation with key stakeholders will be taken by considering the sub-region's position in tandem with Ealing's requirements. The approach is detailed in section 3.1.5 – 3.1.6.
- 1.11 Notes that a decision on how best to include social value within a shared contract will be taken by considering the sub-region's position in tandem with Ealing's requirements.

## **Reason for Decision and Options Considered**

### **2 Background to the Program**

- 2.1.1 In 2016, the running of employment support programmes for people furthest from the labour market was devolved to London. This has been delivered at a Sub regional level ever since. In the March budget this year the Chancellor announced that the Work and Health Programme (WHP) would be replaced by the Universal Support Programme from October 2024.
- 2.1.2 It should be noted that at the time of this report, all recommendations are contingent on the existing devolution deal remaining in place and the funding being provided by DWP.
- 2.1.3 The reason for bringing this report before this has been resolved, is that the service requires a large and complex procurement to be delivered by Summer 2024 for the provision of the Universal Support Programme, and delaying the report would place this goal at considerable risk.
- 2.1.4 It should be noted that the Governments policy direction is for increased devolution; so the opinion is that revoking existing devolution arrangements would be unlikely.

### **2.2 Universal Support**

- 2.2.1 As part of the devolution deal for London, it is anticipated that the commissioning of the Universal Support Programme will be devolved to the London sub regions. WLA is one of 4 sub regions in London.
- 2.2.2 The aim is to help those furthest from the Labour Market with typical participants having health issues.
- 2.2.3 Universal Support will be a Place and Train model of employment support. With elements modelled on Individual Placement and Support (IPS). WLA has been successfully pioneering IPS with a variety of cohorts since 2015.
- 2.2.4 It is anticipated that the contract will be for an initial period of 5 years commencing from 1<sup>st</sup> October 2024 with options to extend. Based on the funding for WHP, we estimate the contract value, including extensions, to be in the region of £35m to £50m.

- 2.2.5 We anticipate that the continuation of the devolution deal will possibly require variations to the existing devolution agreements between DWP and Ealing Council, as opposed to replacement or new agreements being required. This assumption is based on the fact that the existing agreements have largely been fit for purpose since they were put in place between the parties in 2017.
- 2.2.6 Given the complex nature of the services that will be procured, a Competitive Dialogue procurement route will be followed in accordance with the Public Contracts Regulations 2015 (as amended).

### **2.3 Procurement of LDMH Care Services**

- 2.3.1 The Commissioning Alliance is the WLA workstream that supports vulnerable residents across Children's Social Care, Adults Social Care and Temporary Accommodation. A key element of the service is the creation of collaborative procurements that partner local authorities (including Ealing) will be able to access. Procurements provide local authorities with a compliant route to market that is open and transparent. A regional approach is demonstrated to deliver value for money as it enables local authorities to leverage their collective purchasing power and market management. It also facilitates adherence to shared quality standards and contractual terms which helps to raise standards of provision, deliver operational efficiencies, and creates the foundations upon which local authorities can develop shared commissioning strategies.
- 2.3.2 The contract in place for LDMH care homes from the private and voluntary sectors is due to expire on 31<sup>st</sup> August 2024.
- 2.3.3 It is proposed that when the existing contract ends it is replaced by a LDMH contract including supported living (already approved by Cabinet on 19<sup>th</sup> April 2023) and LDMH care homes; as well as an additional separate residential and nursing contract (also approved by Cabinet on 19<sup>th</sup> April 2023). The procurement will fall under the light touch regime of the Public Contracts Regulations 2015 (as amended), and the current preferred option is to use an open procedure to set up the DPSs/flexible frameworks.
- 2.3.4 The procurements will be designed in such a way that it does not prevent any member Local Authority from investing in their own 'in-house' provision or having an 'in-house first' policy. The procurements will have functionality that enables Local Authorities to subsequently call-off block contracts should they so wish.
- 2.3.5 The procurements will be open to any West London local authority and other authorities where appropriate. The creation and subsequent ongoing management of the procurements will be funded through Local Authority subscription payments to the WLA for the adults commissioning programme. This model (which has been used successfully since 2017) ensures that Ealing does not incur costs for formally hosting the procurements. Each Local Authority will be required to go through their own governance in order to join the procurement.
- 2.3.6 The purchasing for LDMH care homes will form part of previously approved contract for supported living services. This is based on the review of the existing arrangements and is designed to allow a varied approach to quality and price which is felt will bring greater control over cost, quality and market shaping than was achieved in the current arrangements.
- 2.3.7 The total value of spend for LDMH care home services is anticipated to be in the region of £53m per annum based on Brent, Ealing and Harrow's commissioning data. The contract will initially be for a period of four years, with a potential to extend by a further four years. The maximum contract value for the LDMH procurement over the 8 years will be £1.3 billion (based on combined supported living and LDMH care home spend).

### **3 Key Implications**

#### **3.1 Agreements and Contracts**

##### Universal Support Programme

- 3.1.1 New, or revised, devolution and funding agreements will be signed between Ealing and DWP.
- 3.1.2 The intention is that the contract for the provision of the Universal Support Programme will be signed by Ealing Council, on behalf of WLA, with the appointed provider.
- 3.1.2 For the duration of the contract, Ealing Council (acting on behalf of WLA) will manage the contract for the provision of the Universal Support Programme; and be responsible for ensuring the providers meet the contract requirements, including any requirements imposed by the DWP.

##### Social Care LDMH Procurement

- 3.1.3 The procurement will be made available to West London local authorities and other authorities where appropriate. Local Authorities that wish to call-off from the procurements will be required to sign an Access Agreement with Ealing Council, which ensures all authorities operate in an agreed and consistent manner. The agreement will also make clear that if local authorities deviate from this agreement that any liability will be theirs alone.
- 3.1.4 Local authorities accessing the procurement will fund the service through subscriptions to the WLA's Commissioning Alliance service.
- 3.1.5 Real Living Wage (RLW) London – Ealing has a commitment to procuring with suppliers who pay the RLW. Engagement with West London commissioning leads shows that Ealing's position to include RLW in all new contracts is not one currently committed to by all participants in the shared procurement. Therefore, the following approach has been agreed between the WLA and Ealing's legal and procurement teams which recognises that spend with non-RLW London providers will be outside of all contractual terms without some flexibility.
- 3.1.6 The contract service lots will include two tiers. Tier 1; for providers who pay RLW (London) Tier 2; providers who do not pay RLW (London). The terms and conditions will make clear that local authorities will prioritise placements in Tier 1. Providers in Tier 2 who during the life of the contract can evidence they meet RLW (London) requirements will be promoted to Tier 1 immediately. This will ensure where circumstance or need mean Tier 2 is unavoidable this will protect the authority and the service user.
- 3.1.7 For Ealing this means working with Brokerage to implement in process: an action plan for any Ealing provision in Tier 2 to be supported into Tier 1. It may also be a contract monitoring target, which will be easily evidenced over the life of the contract. This will support Ealing's commitments to members and Ealing residents and give a demonstrable pathway to meeting the RLW (London) goal, while reducing the medium-term risk of being exposed to uncontracted spot purchases.
- 3.1.8 This approach will also create a pathway for working with non-compliant providers to move to RLW and demonstrate the market benefit of doing so.
- 3.1.9 The contract specification will be considering the inclusion of social value in a way that resonates with all participating authorities. This will include the following areas as per London Borough of Ealing's social value policy requirements:

**Local Recruitment** – Providers will be actively encouraged to create provision within West London Boroughs, recruiting local residents in these area wherever it is possible to do so.

**Local Suppliers** – The procurement and the ongoing management of it will proactively support increasing placements in local provision, and the growth of local provision delivered by local providers.

**Increase use of public and alternative transport** – The specification will encourage providers and carers to use public transport where possible. The DPS will also support with the identification of local provision which in turn should reduce the need for transport.

**Recycling and sustainability** – We expect providers to pursue paperless delivery where possible. The utilisation of technology (i.e CarePlace and the Commissioning Alliance Quality Portal) will reinforce the move to paperless working.

**Air quality** – providers to actively encourage use of low/ no emission vehicles and report on how many company vehicles are ULEZ compliant.

**Support for local SMEs** – Mentor a local SME. Provide advice on business planning, accessing market, accessing supply chains, etc.

**Support for schools and young people** – Active participation and attendance at careers fairs and/or other pre-employment activities across Ealing Schools and other further education institutes.

The local authorities are currently reviewing a proposal to have a tiered approach to monitoring social value based on annual spend predicated on the above themes. This mirrors the approach taken by Ealing for its Transport DPS.

The tiers are as follows:

Tier 1 – Business over £100,000 per annum

GUIDANCE: When provider's business with the DPS reaches over £100,000 per annum (assessed on an annual rolling basis) providers will confirm their choice of three (3) elements from Social Value Elements (List 1) and deliver these elements in accordance with the contract.

For each additional WHOLE £100,000 per annum of business with the DPS, above the initial £100,000 and up to £599,000 per annum, the provider will also be asked to deliver an ADDITIONAL three (3) elements of their choice from Social Value Elements (List 1). These can be multiples of the initial elements chosen or different element).

Tier 2 – Business over £600,000 per annum

GUIDANCE: When provider's business with the DPS reaches over £600,000 per annum (assessed on an annual rolling basis) providers will be asked to choose one (1) elements from Social Value Element (List 2) and deliver this element in accordance with the contract.

For each ADDITIONAL whole £100,000 per annum of business with the DPS, above £600,000 up to £1,199,999 per annum, the provider will also be asked to deliver an ADDITIONAL three (3) elements of their choice from Social Value Elements (List 1). These can be multiples of the initial elements chosen or different elements.

PLEASE NOTE: For providers who previously delivered elements from Tier 1 , the delivery of Social Value elements under Tier 2 will be instead of elements they previously delivered under Tier 1.

Tier 3 – Business over £1,200,000 per annum

GUIDANCE: When provider's business with the DPS reaches over £1,200,000 per annum (assessed on an annual rolling basis) providers will be asked to choose two (2) elements from Social Value Element (List 2) and deliver these elements in accordance with the contract.

For each ADDITIONAL whole £100,000 per annum of business with the DPS above £1,200,000 per annum the provider will also be asked to deliver an ADDITIONAL three (3) elements of their choice from Social Value Elements (List 1). These can be multiples of the initial elements chosen or different elements.

PLEASE NOTE: For providers who previously delivered elements from Tier 1 or Tier 2, the delivery of Social Value elements under Tier 3 will be instead of elements they previously delivered under Tier 1 or Tier 2. Please see Appendix 1 for a list of the social value elements under consideration.

The approach is yet to be agreed by all participating Local Authorities. In the event we cannot achieve a unified position on the above, as a minimum we will implement the following: The contract will describe the themes and the thresholds (as above). The contract will explain clearly that the individual objectives will be defined at call off by purchasing authorities. For Ealing this means they will have a task with their brokerage team to ensure that they have this in their process, and it also builds in flexibility for their new model for 2025/26.

## **Financial**

### **Universal Support Programme**

- 3.2 There is no financial impact on the budget. All the programmes will be entirely funded by Central Government Grants; funding from LIA or subscriptions from Local Authorities.
- 3.3 In the event that the funding is not obtained, the procurement will not be taken forward.
- 3.4 Resources to manage the programme will be funded by grants from DWP.

### **Social Care LDMH Procurements**

- 3.5 The recommendations to establish DPSs and frameworks for services across Adults and Children's do not make any commitment to spend money. Any spend through the DPSs and Framework, by Ealing and other participating authorities would be subject to local governance relating to adult social care placements.

## **4 Legal**

### **Universal Support Programme**

- 4.1 The procurement for the Universal Support Programme contract will be carried out by Ealing Council as accountable body on behalf of the WLA in accordance with the Council's Contract Procedure Rules and the Public Contract Regulations 2015 (as amended) (PCRs) using the competitive dialogue procedure or the competitive procedure with negotiation which are permitted to be used in the following circumstances.

(a) with regard to works, supplies or services fulfilling one or more of the following criteria:

- (i) the needs of the contracting authority cannot be met without adaptation of readily available solutions;
- (ii) they include design or innovative solutions;
- (iii) the contract cannot be awarded without prior negotiation because of specific circumstances related to the nature, the complexity or the legal and financial make-up or because of risks attaching to them;

It is asserted that given likely requirement from central government under its grant terms that a payment by results model is used (PBR) for the contract that prior negotiation is required with the bidders due to complexity of the legal and financial make-up of the procurement.

#### **Social Care LDMH Procurement**

- 4.2 The procurement of the DPS services contract will be carried out by Ealing Council as accountable body on behalf of the WLA in accordance with the Council's Contract Procedure Rules and the PCRs. It is anticipated that the open procedure under the PCRs will be used.
- 4.3 It should be noted that both the Universal Support Programme services and the LDMH Care Home services fall under the Light Touch Regime (LTR) for the purposes of the PCRs. Under the PCRs, the procurement of contracts for health, social and related services are required to follow the LTR. The LTR under the Regulations require that contracts over the LTR threshold in value are advertised in Find a Tender Service, a contract award notice is published (following completion of the procurement process) and the principles of transparency, non-discrimination and equal treatment apply.

### **5 Value For Money**

- 5.1 The current procurement DPS for Care Homes and Supported Living Placements does not have a pricing structure for specialist LDMH care homes. By implementing a pricing model through which to exert market control it is expected that participating authorities will deliver cost avoidance savings. Where a pricing model is in place local authorities have been able to use their collective purchasing power to get preferential rates. It will allow for effective benchmarking data and identification of price variances to allow targeted activity to address variations.

### **6 Sustainability Impact Appraisal**

- 6.1 The WHP/IPS PC programmes provides a high-quality employment intervention for client groups who struggle to obtain employment through current initiatives.
- 6.2 The LDMH procurement will be a key tool to support local authorities to engage with suppliers more effectively. This will help authorities to source the right placements, in the right place and at the right time for vulnerable people. Identifying the right provision first time round (particularly local provision) will help to ensure that our residents are in the best possible placement to support their needs.

### **7 Risk Management**

- 7.1 A risk register for the overall Programme is retained. The key risks are as follows:



Risk	Mitigating Actions
Failure to Procure to DWP go live deadlines	<p>This report is being brought forward before the decision on devolution has been finalised by central government. This saves approximately 3 months of time.</p> <p>The services being procured are under the Light Touch Regime, this allows for us to procure in shorter timescales than procurement regulations would otherwise allow.</p>
The social care procurement will not provide sufficiency of local provision	<p>Consultation with providers .</p> <p>Ongoing market management to encourage new market entrants to the DPSs.</p> <p>Increase scale of spend going through procurements by maximising utilisation by local authorities.</p> <p>Explore utilisation of block contracts to secure local supply.</p>

## 8 Community Safety

8.1 Not applicable

## 9 Links to the 3 Key Priorities for the Borough

9.1 The proposals support the following Priorities:

- Creating good jobs
- Fighting inequality

## 10. Equalities and Human Rights and Community Cohesion

10.1 An Initial EAA screening form was completed for the Universal Support Programme, and no adverse impact on Equalities has been identified.

10.2 An assessment of the LDMH procurement has not identified any adverse impact on equalities, human rights or community cohesion. The preferred method of call-off for these procurements will be the CarePlace eBrokerage system (owned by Ealing Council). A benefit of this system is that it provides local authorities with data which when viewed at a macro level may identify potential equalities issues which can then be further investigated.

## 11. Staffing/Workforce and Accommodation implications

11.1 There are no staffing implications. Given the planned integrated nature of the services, Ealing services may be required to provide hot-desk space for service providers.

## 12. Property and Assets

12.1 There are no Property or Assets associated with this programme.

## 13 Any other implications:

13.1 No other implications

## 14. Consultation

- 14.1 The WLA Work and Health Programme has a working group that includes representatives from all WLA authorities, ICS and JCPs. This has included Service Users and organisations representing Service Users. Universal Support comes under the scope of this group.
- 14.2 The Commissioning Alliance has a working group that includes representation from LDMH workstream participating WLA authorities. Engagement with independent care providers is being mapped, and service user engagement will be discussed within the working group.

## 15. Timetable for Implementation

An indicative procurement timetable is set out below:

### Universal Support Programme

Milestone	Expected Date
Commercial Strategy to JCB	22nd August
Report to Cabinet	13th September
Issue Selection Questionnaire (SQ)	25th October
SQ Clarification Deadline	7th November
Return of SQ	21st November 2023
Evaluation of SQ and selection of 3 bidders	01 January 2024
Shortlisted bidders – Issue Invitation to Submit Detailed Solutions (ISDS)	02 January 2024
Deadline for Clarifications for ISDS	30 January 2024
Deadline for receipt of Detailed Solutions	28 February 2024
Dialogue Round 1	March 2024
Dialogue Round 2	March 2024
Dialogue Round 3	April 2024
In the event of Dialogue closing on round 2 or 3, the following dates will be revised earlier.	
Close dialogue and Issue invitation to submit Final Tenders (ISFT)	10th April 2024
Deadline for Clarifications of ISFT	20th April 2024
Deadline for receipt of Final Tenders	31st May 2024
Evaluation of Final Tenders	1st June 2024 – 15th June 2024
Cabinet Decision on appointment of Provider	July 2024
Commencement of standstill period / Notification of Successful Bidder	July 2024
End of Standstill period	July 2024
First date that contract can be signed	1st August 2024
Service go live	1st October 2024

### LDMH Procurement

Milestone	Date
Commercial Strategy to JCB	April 2023
Revised commercial strategy to account for two lots	August 2023
Engagement (LA & Providers)	October 2022 – December 2023

Final Tender Documents	January 2024
Publish Tender	February 2024
Support member LAs through Governance in order to access procurement	March 2024 – June 2024
Evaluation of Tenders	June 2024 & ongoing
Start of Contract Period	1 <sup>st</sup> September 2024

## 16. Appendices

Appendix 1 – Social Value Elements

## 17. Background Information

Cabinet Report 14th June 2016 – WLA Health and Work Programme – Devolution of Work Programme from DWP.

Cabinet Report 19<sup>th</sup> April 2023 – WLA Procurements and Contract Changes - In April 2023 Cabinet approved the procurement of two new contracts: (1) older adults residential and nursing care and (2) supported living. The scope of the supported living procurement has widened to encompass the addition of LDMH care home provision and is being referred to as the LDMH procurement which will include two lots: one for supported living and one for specialist care homes.

## Consultation

Name of consultee	Post held and Department	Date sent to consultee	Date received from consultee	Comments appear in report paragraph:
<b>Internal</b>				
Chuhr Nijjar	Contracts Lawyer			Legal
Sajal O'Shaughnessy	Lawyer (Legal Contracts)	01.08.23	03.08.23	Throughout
David Francis	Director of West London Alliance			Throughout
Emily Hill	Strategic Director of Resources	31/08/2023	31/08/2023	Finance
Tony Clements	Chief Executive			Throughout
Councillor Donnelly	Portfolio Holder			Throughout
Councillor Mason	Leader			Throughout
<b>External</b>				

## Report History

<b>Decision type:</b>	<b>Urgency item?</b>
Key decision	No
Report no.:	Report author and contact for queries: David Lillicrap 07961 206 207

Appendix 1

**Social Value Elements (List 1)**

Local recruitment	New contract related roles that are filled by host LA's residents (relevant to this contract only). This can include sub-contractors and apprenticeships.	Collate vacancy details and on completion, with signed record of jobs created and recruited into capturing resident details.	1 local resident recruited for a minimum of 12 months
Work experience placements for host LA's residents of working age	Two-week paid work experience placement for local residents.	A record of the work experience placement and a detailed work plan, including start and end date and evidence of residence.	1 resident x two-week placement
Work experience placements for host LA's residents with learning difficulties	Two-week paid work experience placement for local residents with learning difficulties.	A record of the work experience placement and a detailed work plan, including start and end dates and evidence of residence.	1 resident x two-week placement
Support for schools and young people	Active participation and attendance at careers fairs and/or other pre-employment activities across local Schools and other further education institutes.	Record of participation or engagement activity with local schools or colleges, including date, name of the event and school or college leading it, and named contact.	Per event
Support for local small and medium enterprises (SMEs) b)	Mentor a local SME. Provide advice on business planning, accessing market, accessing supply chains, etc.	Written record of four mentoring meetings, including attendance records and contact details of SME/mentee.	Per annum per SME
Junior time (< 4 years' experience)	Support provided by a junior member of staff to local businesses or third sector organisations in the areas of bid writing; marketing and promotion; outreach; administrative or data collection support.	Received / Confirmation from Voluntary and Community Sector Organisation.	1 day
Management time (4 - 7 years' experience)	Support provided by a senior/manager member of staff to local businesses or third sector organisations in the areas of bid writing; marketing and promotion; outreach; administrative or data collection support.	Received / Confirmation from Voluntary and Community Sector Organisation.	1 day
Executive time (10 years +).	Provide strategic support in the areas of	Received / Confirmation from	1 day

	business development; marketing and promotion and financial forecasting.	Voluntary and Community Sector Organisation.	
Air Quality	Number of low or no emission vehicles which should be ULEZ compliant vehicles included within DPS contracts. <a href="https://www.tfl.gov.uk/road-users/ulez">ULEZ standards - Transport for London (tfl.gov.uk)</a>	Monitored through Contract review meetings.	No of vehicles
Per Recycling and sustainability	Voluntary time dedicated to the creation or management of green infrastructure, or to keep green spaces clean.		No of hours

### Social Value Elements (List 2)

Local recruitment	New contract related roles that are filled by local residents (relevant to this contract only). This can include sub-contractors and apprenticeships.	Collate vacancy details and on completion, with signed record of jobs created and recruited into capturing resident details.	1 local resident recruited for a minimum of 12 months
Local advanced apprenticeship	Local resident who has started or completed an apprenticeship within the lifetime of the contract. The apprenticeship placement offered must be of NVQ Level 3.	A copy of the apprenticeship contract start and/or certificate of completion, indicating qualification level.	1 local resident recruited for a minimum of 12 months
Local higher apprenticeship	Local resident who has started or completed an apprenticeship within the lifetime of the contract. The apprenticeship placement offered must be of NVQ Level 4.	A copy of the apprenticeship contract start and/or certificate of completion, indicating qualification level.	1 local resident recruited for a minimum of 12 months
Graduate placements for host LA's residents	Local resident who has completed at minimum their first degree within the last two academic years.	Contract of employment for the graduate which could also verify graduate eligibility.	1 local resident recruited for a minimum of 12 months

Air Quality	Number of low or no emission vehicles which should be ULEZ compliant vehicles included within DPS contracts. <a href="https://www.tfl.gov.uk">ULEZ standards - Transport for London (tfl.gov.uk)</a>	Monitored through Contract review meetings.	No of vehicles
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