



**Information about the Lambeth, Southwark & Lewisham
Fulfilling Lives programme**

And

**Service Specification for Human Resources support
contract for the Fulfilling Lives programme**

Information about the Lambeth, Southwark & Lewisham Fulfilling Lives project

Resolving Chaos is leading a partnership of Lambeth, Southwark and Lewisham Councils, South London & Maudsley NHS Trust, Certitude, Thames Reach and St Giles Trust. This collaboration has developed a model of partnership that will manage and direct the Fulfilling Lives project within Lambeth, Southwark and Lewisham.

1. Our Vision

To ensure that Lambeth, Southwark and Lewisham (LSL) are places where people with multiple needs are effectively supported to move from dependence and isolation, to independence and engagement; with homes, jobs and meaningful relationships. Our project will focus on the most chaotic people with multiple complex needs in LSL who currently incur high costs with very poor outcomes.

2. Overall aim of the project:

We aim to demonstrate that **user led choice** is **cost effective** and delivers better outcomes for people with multiple needs. Our proposal is **bold, radical and ambitious**, with system transformation at the heart of its delivery.

Our key aims are;

A. Improved Outcomes: We aim to demonstrate how our transformational delivery model developed over eight years, can improve outcomes for people with multiple needs over an eight year programme

B. A Personalised Approach - access to Individual Budgets: We aim to evidence how a personalised approach through the use of individual budgets for the hardest and most marginalised of client groups is cheaper and more effective than the current system of silo spending and eligibility criteria that exclude them from appropriate mainstream services and funnels them toward expensive crisis care.

C. Development of a robust Business case: We aim to make the case for investing differently in services for people with the most complex and multiple needs.

D. Shared Learning and Prototyping: We will share our learning and offer system and service redesign options that transform future local investment. We will also provide a prototype business model for application to other groups, such as older people, where high costs at the point of crisis makes the case for reinvestment in prevention.

3. How we will achieve this?

3.1 Set-up and Develop a highly skilled You First team that will 'fast-track' users to services.

The You First Team will work with identified service users to ensure services are coordinated to meet their needs effectively, leading to sustained, positive outcomes. We will deliver a

personalised approach to enable individuals to work with a range of services and co-produce our programme with service users.

3.1.2 How this applies to a Human Resources contract?

The You First team are being recruited at present, commencing work July 2014.

The HR support contract will work across the Fulfilling Lives programme to lead and manage their issues of employment advice and support, enabling the team to work innovatively in response to complex needs. The full service specification is described in page 5 - 8.

At present the You First team have employment contracts in place with Resolving Chaos, including staff handbook, policies and procedures to work from. However to facilitate collaborative, joint working, the employment contracts may transfer in the future to an organisation holding the HR support contract, therefore that agency may **“Host”** the employment contracts of the You First team.

Our model is different to traditional means of supporting vulnerable people, because Resolving Chaos is not a charity whose primary purpose is to deliver support services, nor does it plan to become one. This model requires Resolving Chaos, a not-for-profit organisation, **leading a collaborative approach** that uses different organisations' strengths to bring together a skilled partnership of agencies to hold distinct roles and to Host certain functions.

Examples of other specialist host roles held by other organisations are Communications; Training; Recruitment (initial recruitment during early 2014); and Peer Evaluation. The hosts will meet regularly together and with Resolving Chaos through the Operational Group, that will work to support the delivery of the You First team.

3.2 Develop a model of co-production.

In order to create co-production:

- We will set-up and develop a network of strategic partners, commissioners, practitioners and users to collaborate over the 8 years to drive forward system transformation.
- We will invest in stakeholder relationship building and management, to retain the support and confidence of professionals and agencies currently holding the keys to lasting change.
- We will set up a joint hosting arrangement of the operational “You First” team.
- We will build upon, add to and share the existing wealth of local expertise; include trained, supported former service-users with lived experience in the project model design and delivery; and facilitate multi-agency expert panels, case-conferences and learning events to share knowledge widely.

3.2.1 How this applies to a Human Resources contract?

Resolving Chaos is working to implement a model of co-production in two ways:

- a) Through the LSL Fulfilling Lives programme, Resolving Chaos is leading a partnership approach to implementing the programme.

This Collaborative approach includes working with key strategic partner agencies to ensure relevant guidance is given and decision making is shared between Resolving Chaos, the local authorities of Lambeth, Southwark and Lewisham, also South London and Maudsley Trust, Certitude, Thames Reach and St Giles Trust.

This partnership working is making use of the skills and experience of each of the core partners, as well as drawing upon experts in other fields, as necessary. This opportunity to tender is a continuation of the belief in working collaboratively, to form a contractual, relationship with an agency able to provide expert support to the team in Human Resource management.

Co-hosts from a number of operational partners (including the HR Host) will support the management and development of the You First team, these partners will meet together with Resolving Chaos, at a regular Operational Group to ensure co-ordinated support to the You First team.

- b) Additionally, this model of co-production includes plans for the service to become increasingly user-led, and requires a HR provider that will work with our user group to strengthen their skills and capabilities, to become viable and self-sustainable independent organisation in the longer term, in terms of good practice, procedures and value for money.

4. Management of this contract

Regular summary reports, including outcomes and outputs, and update to agreed project plan will be made to Resolving Chaos, with review meetings initially quarterly and reducing to two per year.

The contract will prescribe issues of default, under performance and / or notice period.

5. Service Specification for both Human Resources support contract

The key activities and functions within the service specifications

The cost cannot exceed £10,000 per annum, inclusive of all fees and expenditure

1. To demonstrate both clear auditable and legal processes on all matters of Human Resources for the Fulfilling Lives programme.
2. To take a lead role on all future recruitment on behalf of Resolving Chaos and its partners, establishing employment contracts and secondments.
3. To implement a programme of regular staff reviews in line with good practice and at scale to the organisation.
4. To advise on structures to recruit and support all volunteers that will be part of the You First team and ensure they are assisted to develop to meet their potential.
5. To provide expertise, advice and be able to put in place procedures to support RC and withstand any challenge - internal or external. To establish and document clear roles and responsibility, with any schedule of works between Resolving Chaos, HR provider and other partner agencies understood and risk assessed.
6. To offer advice and support that is always within legal guidance, also consistent with the Resolving Chaos staff contracts and handbook.
7. To develop robust practice and procedures that will enable the You First team to become viable and self-sustainable in the longer term, in terms of good practice, process and value for money.
8. To document clear roles and responsibilities between Resolving Chaos, its core strategic partners and staff working on this contract and ensure these are provided.
9. To demonstrate how you would support the development of a new collaborative delivery model and encompass innovation.
10. To understand and demonstrate expertise in what it means to make partnership and collaborative working successful, as well to outline the risks and challenges involved.
11. To attend the Operational Group, working with other Hosts to support the You First team, through area of knowledge and specialism
12. To undertake flexibility to enable a new way of working to be successful, as well as needing to put in place safe and robust practice.
13. To detail a robust framework that will meet our deadlines, review etc. in line with overall programme milestones.
14. To outline the capacity required in detail as well as a clear resource plan for implementation.

Key milestones – Human Resources contract

<p>July 2014</p>	<p>You First team commence posts</p> <p>Take the HR lead “host” role to support probationary period for all new staff</p> <p>Deal fairly and swiftly to both the individual and employer in regard to any issues arising from the management of staff</p> <p>Put in place all the HR policies and practice necessary for the mobilisation of the team, alongside other host partners</p> <p>Keyworkers have 18 month contract of employments, for which the HR provider will need to plan their future; reviewing roles, making changes in job descriptions, contracts, pay scales, method of advertising, length of contract – as necessary.</p>
<p>January 2015</p>	<p>Lead HR practices and advise Resolving Chaos, alongside other host partners in all issues relating to the recruitment, support and development of volunteers. Review this function with Resolving Chaos throughout life of programme.</p>
<p>July 2015</p>	<p>Review keyworker roles within You First Team and work with Head of Programme to plan the second phase of recruitment for the team, based upon lessons learnt through initial year’s operations</p> <p>Draft and lead plan to recruit the You First team post December 2015 (expiration of 18 month employment contracts)</p> <p>Review and put in place all policies and practice necessary to support the on-going development of the team.</p>
<p>Throughout contract</p>	<p>Act as Lead HR host to support the team, deal fairly and swiftly with support to both the individual and employer, to act upon any HR issues</p> <p>Ensure robust and legal policies and procedures are put in place.</p> <p>Regular contract review meetings will be held every six months</p> <p>Attend Operational Group meetings with other co-hosts</p> <p>Adhere to the LSL Fulfilling Lives Partnership Agreement and Big Lottery Fund Terms and Conditions of Grant.</p>
<p>2021</p>	<p>The Fulfilling Lives programme and contract ends, with reporting on legacy and system change of this joint hosting model to include issues of HR.</p>

Duration of Contract	The Fulfilling Lives programme has been funded for eight years and after initial mobilisation period, we seek to agree a contract for Human Resources support for seven years, however will include options for break clause at the end of two and five years. In addition, if the Big Lottery contract to Resolving Chaos were reduced or terminated, this contract would also incur reduction or end.
-----------------------------	---

6. Employees to be supported through both these contracts.

Fulfilling Lives Programme	Head of Programme
You First Team	Team Manager
	6 Keyworkers
	10-12 Peer Advisors

Resolving Chaos staff team

The following posts are core RC staff, which will be supported through this contract. These are part-funded by Fulfilling Lives Big Lottery Grant.

- Chief Executive
- Director of Operations
- Service Development Manager
- Lead on Expert Service User Reference Group
- Team Administrator
- Associate posts

Resolving Chaos notes that this staffing list is likely to vary due to either expansion, or retraction over the period of the contract. If a change of more than 25% number of posts takes place, the provider, or Resolving Chaos may request a variation in contract price according to posts.