

Service Specification

Enterprise for Employment

Draft 27th March 2026

1 Overview

- 1.1 The Office of the West Midlands Police and Crime Commissioner (OPCC) is seeking to commission a provider (henceforth “service provider”) to deliver the Enterprise for Employment service in Birmingham (henceforth “the service”).
- 1.2 The service will support individuals aged 18 to 35 living in Birmingham, who are involved in, or are at risk of being involved in, or have convictions related to serious violence and/or gang activity, to move into sustainable employment, self-employment and/or training.
- 1.3 The service will deliver personalised employment support and mentoring to help individuals to overcome their barriers to employment (which may include accommodation, mental health, drug and alcohol use); develop employability and entrepreneurial skills and knowledge; and enter employment or entrepreneurship, as per their own goals and aspirations.
- 1.4 The service will be closely aligned with the principles of the evidence-based employment support model, Individual Placement and Support (IPS), and score highly on the IPS fidelity scale.
- 1.5 The OPCC has commissioned an Enterprise for Employment Service in Birmingham since 2020, to meet recommendations set out in the Commission on Gangs and Violence report - Uniting to Improve Safety.
- 1.6 Please refer to separate documents for more information on IPS and fidelity and the project’s origins and achievements to date.

2 Strategic Outcomes

- 2.1 The Enterprise for Employment service intends to contribute to the following strategic outcomes, as set out in the West Midlands Police and Crime Plan 2025-2029:
 - 2.1.1 Reduced serious violence and reduced crime and re-offending.
 - 2.1.2 Employment solutions to promote prevention, rehabilitation and ensuring people cease re-offending.
 - 2.1.3 Improved rehabilitation provision within the CJS and for people with convictions.
 - 2.1.4 Addressing the essential needs of people with convictions and within the CJS.
 - 2.1.5 Sustainable and meaningful employment/economic sustainability for individuals
 - 2.1.6 Improved community safety
 - 2.1.7 Increased resilience to sustain positive life choices (skills/ confidence/ support)

3 Service Outcomes

- 3.1 For service users referred to the Enterprise for Employment service, the intended outcomes will be to:
- 3.2 Overcome personal barriers to employment (which may also include lack of accommodation, mental health need, drug and alcohol use)
- 3.3 Engage in activities with the aim to seek employment, training or business opportunities
- 3.4 Increasing their skills and readiness for employment, training or business opportunities
- 3.5 Progression into employment, training or business opportunities
- 3.6 Sustaining employment, training or business opportunities
- 3.7 Reduced re-offending behaviours.

4 Target Cohort

- 4.1 The target age range for the service is 18-35-year-olds who live in Birmingham.
- 4.2 Two groups of individuals within this age range will be accepted on to service:
- 4.3 Individuals who are at risk of being involved in violent crime and gang related activities
- 4.4 Individuals who been convicted of violent crime and gang related activities.

5 Referrals

- 5.1 Referrals should be accepted from all statutory organisations associated with gangs and violence, including but not limited to:
 - 5.1.1 West Midlands Police
 - 5.1.2 Probation Service
 - 5.1.3 Prison Service
 - 5.1.4 Department of Work and Pensions
 - 5.1.5 Youth Justice Service (up to 18)
 - 5.1.6 Birmingham Children's Trust (up to 25)
 - 5.1.7 Further Education Institutions
 - 5.1.8 Schools
 - 5.1.9 Community groups
- 5.2 The service provider shall be flexible and responsive with regards to the ways in which referrals are received, processed and managed.

- 5.3 The service provider does not have to give information to the police on the specific cases they deal with over the course of the service. This is unless there is a 'serious, credible and imminent threat to life. The service provider shall undertake appropriate risk management evaluations to enable workers to deal with high-risk situations.
- 5.4 It should be noted that a referral will not by-default negate police involvement. Police will still carry out their duties to investigate crimes and bring offenders to justice.
- 5.5 The service provider is not obliged to accept referrals from the police or other parties, where they consider the level of risk to be unacceptable. In these circumstances, the provider must have a clear rationale as to why a referral has been rejected.
- 5.6 The service provider is allowed to reject cases if workers' caseloads are at capacity, and accepting further clients would impinge on their ability to deliver a high-fidelity service, in line with IPS principles.
- 5.7 The service will not have mental health needs as one of the referral requirements or part of the eligibility criteria. The service will not be based within a clinical setting or team.

6 Signposting pathways

- 6.1 Learning from service delivery to date has reinforced that individuals within this cohort often face a range of interconnected barriers which can impact their ability to access and sustain employment, self-employment or training. The service provider shall demonstrate a strong understanding of these additional challenges and respond to them effectively within their delivery model.
- 6.2 The service provider shall signpost and have referral pathways set up to enable service users to access specialist support, based on their needs e.g. accommodation support, benefits support, drug and alcohol services, mental health services (not exhaustive). This is to ensure wider barriers to gaining sustainable employment are addressed.

7 Service Model

- 7.1 The service provider will deliver a model that:
 - 7.1.1 Is closely aligned with the principles of an Individual Placement and Support (IPS) model, an evidenced-based employment support model (see separate documents for further information).
 - 7.1.2 Delivers a person-centred, client-led service where individuals are supported to identify and achieve their own goals.
 - 7.1.3 Facilitates access to specialist support to address wider barriers to employment
 - 7.1.4 Provides flexible and accessible support to individuals.
 - 7.1.5 Focuses on the goal for individuals to gain employment, start a business, or enter training

- 7.1.6 Provides mentoring support to individuals
- 7.1.7 Engages with Employers
- 7.1.8 Supports sustainable employment opportunities.
- 7.2 The service provider shall keep caseloads up to the Individual Placement and Support (IPS) fidelity-prescribed amount of 25 per full-time worker.
- 7.3 The service provider will offer flexible and tailored support designed to meet individual needs and enable positive outcomes for each client. For this cohort, a standard Monday-Friday 9am-5pm service model is unlikely to maximise engagement. The service provider shall demonstrate the ability to offer flexible support outside of scheduled appointments.
- 7.4 The service provider will demonstrate the capacity and resilience to sustain service provision during peak periods, including major holiday periods, and will offer an out-of-hours capability to meet service user needs.

8 Enterprise Support

- 8.1 As part of the contract, the service provider will be required to establish and manage an enterprise fund to support individuals who wish to start their own business.
- 8.2 The service provider shall set out a clear and robust approach to the management of this fund, including how it will be administered, governed, and monitored to ensure effective use and demonstrable impact.
- 8.3 This should include;
 - 8.3.1 the process by which service users can apply for the fund
 - 8.3.2 the criteria for assessment and decision-making
 - 8.3.3 arrangements for oversight and accountability
 - 8.3.4 how outcomes and impact will be tracked and reported.

9 Partnership Working

- 9.1 The service provider must develop positive partnerships with all referral partners and other partners who may be able to provide support that the provider cannot facilitate itself. Examples of this might be specific organisations who provide start up business advice.
- 9.2 The service provider must work collaboratively with statutory and non-statutory community-based partners to ensure a coordinated multi-disciplinary approach that leverages local knowledge and resources to achieve the best outcomes for individuals.

10 The Service Provider and Service Workforce

- 10.1 The service provider will need to demonstrate its staff can engage with the target cohort, in a way which will encourage retention of the cohort on the service.
- 10.2 The service provider will be required to employ some staff with lived experience, where appropriate, to strengthen the engagement with the cohort.
- 10.3 Staff delivering the service will need to have:
 - 10.3.1 Experience working with individuals affected by offending or serious violence and facing complex challenges
 - 10.3.2 The ability to engage with different partners and stakeholders
 - 10.3.3 The skills to motivate, mentor and support individuals
 - 10.3.4 Knowledge of employment / business / training support
- 10.4 The service provider shall support their staff through appropriate supervision and training, and organisational policies and procedures including safeguarding and equalities.
- 10.5 The service provider must demonstrate a clear commitment to delivering an intersectional, anti-racist and culturally competent service. It must be evident in practice, workforce capability, service design and delivery.
- 10.6 The service providers shall show how this approach is operationalised, (including but not limited to)
 - 10.6.1 Workforce capability and representation
 - 10.6.2 Service design and accessibility
 - 10.6.3 Culturally competent engagement
 - 10.6.4 Language and communication support
 - 10.6.5 Monitoring and accountability
 - 10.6.6 Challenge and continuous improvement
- 10.7 The OPCC reserves the right to seek assurance on these requirements at any point during the contract period.
- 10.8 The service provider will need staff who have the knowledge and cultural competency to engage with Birmingham communities.
- 10.9 The service provider will need to be able to demonstrate local links across the target cohort, that they have a history in working with the target cohort, and understand the complex issues that this cohort faces.

11 Performance Management

- 11.1 Performance management will focus on outcomes and impact rather than activity alone. The service provider shall evidence meaningful change in the lives of service users, including sustained engagement, progression, reduction in risk, and movements towards stable employment or enterprise. This will include both quantitative and qualitative measures, supported by case studies, service user feedback and evidence of distance travelled.
- 11.2 The Enterprise for Employment service will be monitored using a framework based on the IPS principles. The service provider shall collect and report data back on a quarterly basis against the inputs/outputs in table 1 below and the Outcomes Framework (section 12 below), alongside case studies and service user feedback.

Table 1.

Performance indicator	Measurement
Access to the service	Number of new referrals to the service Timing between referral to actively being supported
Caseload	Number of service users on the active caseload Caseload numbers per worker Average time service users spend on caseload
Service provider information	A breakdown of face to face and admin hours utilised

12 Outcome Framework for Performance Management

12.1 Engagement & Trust (Quality of Engagement)

12.1.1 Measures:

12.1.2 % of service users sustaining engagement beyond initial contact (e.g. 6, 12, 24 weeks)

12.1.3 Evidence of re-engagement following drop-off (reflecting persistence with complex clients)

12.1.4 Service user-reported trust, confidence and feeling respected (qualitative + scored feedback)

12.1.5 The provider must demonstrate sustained and meaningful engagement, including with

12.1.6 individuals who are traditionally harder to reach or retain.

12.2 Distance Travelled (Progression, not just end outcomes)

12.2.1 Measures:

12.2.2 Structured 'distance travelled' assessments

12.2.3 Improvements in:

12.2.4 confidence and motivation

12.2.5 readiness for employment/training

12.2.6 stability (routine, timekeeping, appointments kept)

12.2.7 The service provider shall evidence individual progression using a recognised or clearly

12.2.8 defined distance travelled model.

12.3 Personal Stability & Barrier Reduction

12.3.1 Address the root causes, not just employment outcomes

12.3.2 Measures:

12.3.3 Improved housing stability

12.3.4 Engagement with mental health / substance misuse support

12.3.5 Reduction in crisis episodes

12.3.6 Increased ability to manage finances / daily living

12.3.7 Outcomes should demonstrate progress in stabilising the individual's circumstances, enabling sustained engagement with employment or training.

12.4 Employment, Education & Enterprise – Quality and Sustainability

12.4.1 Entry into employment, training, or education

- 12.4.2 Sustained outcomes (e.g. 3, 6, 12 months)
- 12.4.3 Progression (e.g. part-time, full-time, training, employment)
- 12.4.4 For enterprise:
 - 12.4.5 businesses started
 - 12.4.6 businesses still operating after 6–12 months
 - 12.4.7 income generation
- 12.4.8 Providers will be expected to demonstrate sustained and progressive outcomes, rather than
 - 12.4.9 short-term job opportunities
- 12.5 Service User Voice & Experience
 - 12.5.1 Bring in lived experience and legitimacy
 - 12.5.2 Measures:
 - 12.5.3 Regular, structured service user feedback
 - 12.5.4 Evidence of co-design or co-production
 - 12.5.5 Case studies demonstrating impact
 - 12.5.6 Complaints and learning processes
 - 12.5.7 Providers must demonstrate how service user feedback informs continuous improvement and service design.
- 12.6 Equity & Disproportionality
 - 12.6.1 Outcomes disaggregated by ethnicity, gender, age, etc.
 - 12.6.2 Identification and response to disparities in access or outcomes
 - 12.6.3 Targeted action where groups are underrepresented or underserved
 - 12.6.4 Providers must actively monitor and address disproportionality in access, experience and
 - 12.6.5 outcomes.
- 12.7 System Impact and Partnership Working
 - 12.7.1 Effective multi-agency working (e.g. with probation, police, housing, VCSE)
 - 12.7.2 Timeliness and quality of referrals into specialist services
 - 12.7.3 Feedback from partners
 - 12.7.4 Contribution to wider local priorities (CSP, VRP, etc.)

13 Service funding and contract duration

- 13.1 The budget envelope for this service is between £130,000 to £144,000 per annum.
- 13.2 The duration of this service will be 3 years, with an option to extend for up to two further periods of 12 months (3+1+1).
- 13.3 The commencement date for this service is 01 October 2026. The service provider will have to achieve mobilisation by the same date. The end date of the initial contract period for this service is 30 September 2029.
- 13.4 There will be two 12-month optional extension periods. The end date of the full possible extension period is 30 September 2031. The optional extension periods are subject to strategic relevance and need remaining and the service provider's performance.