**HQ Air Community Support (Master)**

**Personal Support & Social Work Service (RAF)**

(PS&SWS (RAF))

**Statement of Requirement**

Version: v 2.0

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**GLOSSARY**

AFI – Annual Formal Inspection

AP – Air Publication

CFE – Contractor Furnished Equipment

CMS – Contract Monitoring System

CNO – Casualty Notifying Officer

Com Spt – Community Support

CV – Curriculum Vitae

DCMH – Defence Community Mental Health

DIO – Defence Infrastructure Organisation

DO – Designated Officer

DPA – Data Protection Act

EP – Environmental Protection

FTRS – Full Time Reserves Service

GDPR – General Data Protection Regulation

GFE – Government Furnished Equipment

GFF – Government Furnished Facilities

HoS – Head of Service

ITT – Invitation to Tender

IDVA – Independent Domestic Violence Advocates

JSHAO – Joint Service Housing Advisory Organisation

JSP – Joint Service Publication

KPI – Key Point Indicator

MARAC – Multi-Agency Risk Assessment Conferences

MAPPA – Multi-Agency Public Protection Arrangements

MLO – Military Liaison Officer

MOD – Ministry of Defence

MODNet – Ministry of Defence Network

NHS – National Health Service

OB – Owners Board

OC SD&PS – Officer Commanding Service Discipline and Personal Support

OFSTED – Office for Standards in Education

PCA – Proposed Contract Amendments

PRO – Personal Recovery Officer

PS – Personal Support

PS&SWS – Personal Support and Social Work Service

QA – Quality Assurance

QMS – Quality Management System

RAF – Royal Air Force

RAuxAF – Royal Auxiliary Air Force

SCSO – Station Community Support Officer

SMP – Safety Management Plan

SPSC – Station Personal Support Committee

SO – Staff Officer

SOR – Statement of Requirement

SPSC – Station Personal Support Committee

VI – Visit Instruction

VO – Visiting Officer

WO – Warrant Officer

**STATEMENT OF REQUIREMENT FOR THE PROVISION OF**

**Personal Support and Social Work Service for the RAF**

1.A **The Requirement on behalf of the Authority**[[1]](#footnote-2)

1.A.1 It is Royal Air Force (RAF) policy to provide a range of support services to the RAF community in the UK. RAF personnel, Regular and Reserves and their families tend to lead a more mobile lifestyle than the civilian population, being posted to a different location every few years and often living in relatively remote areas and therefore possibly needing more support than the general population.

1.A.1.a Mobility and the isolation of some units can separate RAF personnel and their families from their own extended family support mechanism. Moreover, Service families become separated from time to time, for periods of 6 months or more, when the Service person is deployed abroad on operations of exercises. To take account of these factors the RAF offers a non-statutory Personal Support and Social Work Service (PS&SWS (RAF)) to the RAF Community as part of the personal support function. This overall support to our people and their families, of which the PS&SWS(RAF) is a part, includes RAF line management, human resources staff, RAF and civilian chaplains, RAF and NHS medical services and Local Authority (LA) Social Work Departments in the UK.

**Background**

1.A.1.b The MOD’s definition of Welfare is: ‘*The provision of a widely recognised and accessible personal and community support structure that secures and improves the wellbeing of serving personnel and the Service community, is capable of adapting to societal, legislative and operational change and, in so doing, optimises the military capability and motivation of all Service men and women.’*

1.A.1.c Maintenance of RAF operational effectiveness is dependent on the wellbeing of personnel and their families through the provision of comprehensive community support. The development of a strong sense of community and feeling of well-being amongst all personnel and their families promotes better levels of morale, readiness, effectiveness and retention.

1.A.1.d Support provision is delivered to the RAF, its reserve forces, their dependent communities incorporating access to a full welfare service. Help and advice on any matter, whether Service related or domestic, is provided to all and should normally come from the chain of command, but RAF personnel staff, doctors, padres and social and personal support workers must be available to provide specialist welfare support where necessary.

1.A.1.e Professionally qualified Social Workers and Personal and Families Support Workers are provided to offer confidential support to RAF personnel, their dependants and specialist advice to unit staffs and community support teams.

1.A.2 **Scope of Work**

1.A.2.a The Contractor shall provide the non-statutory Personal Support Service to complement the other support provided by the MOD, the RAF andLocal Authority Statutory Agencies. Functional Requirements are detailed at Section 3 to this SOR. In meeting this aim the contractor shall adhere to the following welfare principles:

* Efficient, effective and affordable;
* accessible and configured for all in scope;
* fosters resilience and supports the most vulnerable;
* modern and flexible to meet changing needs;
* interrelated and interdependent with RAF support structures;
* connected and effective communications; and,
* driven by evidence and targeted data.

The service shall be provided during normal working hours for approximately 30,500[[2]](#footnote-3) RAF and other entitled Service personnel, both Regular and Reserve, serving at RAF administered units throughout the UK, and their families. The breakdown of RAF Personnel, by unit, is at Section 5. The service is to be augmented by a centralised or digital contact and referral management capability that supports Service personnel and families located away from on-station welfare provision. Out-of-hours, a centralised support and advice service is to be provided to manage matters of an urgent nature including for the wider RAF diaspora overseas. Historical data is provided within this SOR to offer indicative welfare casework and caseload. Case referral numbers, broken down by RAF Station/Unit, is at Annex A, while case referral categories (type) are at Annex B.

1.A.2.b As part of the Whole Force Concept, RAF Reservists deliver an important part of Defence capability. As with Regular personnel, Reservists and their families should have equivalent access to welfare support when serving, acknowledging the need for greater reliance on statutory support during other periods (i.e. non-serving). Such provision shall include a requirement for increased support leading up to mobilisation for RAuxAF personnel, with parity of support during mobilisation.

1.A. 2.c The different types and employment models for Reservists means that some may have less experience of the Service environment than their Regular counterparts, which may lead to a lesser understanding of Service welfare provision and how to access it. This potential for unfamiliarity is also likely to be more prevalent for Reservists’ families. Therefore, the contractor shall introduce measures to ensure RAF Reservists and their families are aware of how to access their service and provide occasional weekend welfare support to RAF Reserve elements as agreed by the Authority.

1.A.2.c The Contractor shall provide policy and procedural advice on statutory and non-statutory social work and personal support matters affecting RAF personnel and their families and advice on changes to, or stemming from, associated legislation to the Authority’s representatives as required. A pro-active approach is expected in order that information and advice will be provided to the Authority's representatives in sufficient time for policies and procedures to be planned and implemented in advance of any statutory or mandatory occurrence.

1.A.2.d Given the young demographic of the RAF, we anticipate that the Service community has a higher proportion of social media and mobile apps users than the general population. The changing landscape offers exceptional opportunities for a contractor to exploit digital media platforms and provides clear benefits for both the provider and Service user including:

* Greater reach and engagement
* Support to welfare campaigns and training initiatives
* Connect with users fast and easy
* Direct and personalised contractor marketing material
* Offers instant user service
* More control
* Aids confidentiality
* Provides an avenue for user feedback
* Easy, instant and innate management information

The Contractor shall be innovative in its provision of personal support and social work services and provide a digital solution that meets the needs of a modern RAF, delivering an efficient, accessible and intuitive welfare service that augments and, where appropriate, replaces local on-site provision.

1.A.2.e The Contractor shall contribute to local station welfare-related policy, planning and procedures. Contractor staff shall:

a. develop individualised services in response to local need and which reflect emerging trends and themes;

b. implement discrete policies where practicable, and where agreed with local commanders;

c. contribute to and support local mass casualty plans and procedures; and,

d. support pre- and post-deployment personnel and families’ briefs.

1.A.2.f The Contractor shall provide a restorative supervision programme for RAF People Ops professionals employed in front-line welfare related appointments. The requirement will be for the delivery of supervision for up to 150 key People Ops personal support staff delivered on a 3-monthly basis as well as the flexibility for the Authority to request temporary additional support for up to 15 further staff posts for those engaged in work that might, by its nature, induce additional stress (e.g. for Service Discipline staff). Further details are at Section 3.3 of this SOR.

1.A.2.g The Contractor shall provide a suite of welfare training initiatives that raise awareness of non-statutory social work and personal support matters affecting RAF personnel and their families that is agreed with the Authority. In meeting this requirement, the Contractor shall deliver an annual RAF-wide welfare training initiative that addresses prevalent welfare trends or concerns, as agreed by the Authority.

1.A.2.h The Contractor and its staff shall comply with and promote good practice by working cooperatively with relevant stakeholders including the Authority, Local Government Departments and other agencies providing welfare and statutory services. This will include the referral of service users to on-station/unit Personal Support professionals when it is assessed that appropriate resolution is best sought through military channels.

1.A.2.i The Contractor shall develop information sharing protocols and a Code of Confidentiality applying the principle that third party disclosure of confidential information should only take place with service user consent. However, the Contractor, will make provision for instances when the disclosure of information to station/unit Personal Support staffs is justified even without prior permission being given by an individual, particularly where there is, or likely to be, a risk to life, of injury/harm or military security.

1.A.2.j The Contractor and its staff shall attend meetings, share information within the bounds of confidentiality and pool resources with other MOD/RAF staff and agencies providing support to entitled personnel when appropriate and required. Attendance will include, but is not limited to the following HQ Air Command Community Support represented meetings:

a. Tri-Service Domestic Abuse Fora;

b. MOD Safeguarding Board;

c. MOD Adult Safeguarding Forum; and,

d. Station Personal Support Committee.

1.A.2.k The Contractor shall develop a communications strategy that raises awareness and provides information about service provision, for the benefit of both service user and station/unit Personal Support professionals, using a variety of engagement channels as well as exploiting social media platforms. The target audience should include Service personnel and their entitled family members, encompassing the whole Service community elements with particular attention on those groups that are traditionally underrepresented in terms of seeking welfare support – Single personnel, RAF Reserves, dispersed families and entitled partners. This shall be reviewed on an annual basis and agreed with the Authority.

1.A.2.l The Contractor shall maintain the ability to send, on request from the Authority, a worker on temporary duty overseas to deal with non-statutory casework. Such requirements are rare and will only be authorised by the Authority in exceptional circumstances with additional costs such as travel and subsistence falling to the budget area seeking support.

1.A.2.m The Contractor shall provide occasional non-statutory welfare provision to other Services under the Tri-Service Specialist Welfare Agreement (Contained within Chp 1 Annex B JSP 770 – The Operational and Non-Operational Policy). In principle, the provision of Specialist Welfare support is the responsibility of the parent Service but there will be occasions when the RAF Service welfare provider is better placed to meet the needs of the service user. Such occasions may include the proximity (and hence availability) of the welfare provider, the speed at which a welfare provider is able to respond, or where the personal circumstances of the service user are such that intervention by a different welfare provider is deemed more appropriate. The Tri-Service Welfare Agreement outlines the arrangements whereby Service Personnel and their families may be the recipients of Specialist Welfare support services from one of the other single Service providers. This agreement is between the Naval Personal and Family Service/Royal Marine Welfare, the Army Welfare Service, and Royal Air Force Community Support.

1.A.3 **Governance and Assurance**

1.A.3.a The Contract shall be managed in accordance with the Governance and Assurance framework set out in Section 7 to this SOR. The Contract shall be controlled through an Owner’s Board (OB) chaired by ACOS Pers Del to meet bi**-**annually and at other times, as required. The OB shall comprise representatives from HQ Air Command, representatives of the Contractor and, if required by the Authority, an independent member.

1.A.3.b Routine monitoring of the contract, including assessment of service provision and authorisation of payments, shall be undertaken at management meetings as required chaired by SO1 Accommodation & Families Support and attended by SO2 Welfare and Charites and WO Welfare and Charities, the Authority’s Commercial Branch staff and the Contractor’s appointed Head of Service.

1.A.3.c The Contractor shall maintain an appropriate system of financial management with accounts for the Contract being audited by auditors appointed by the Contractor and made available to the Authority as and when required.

1.A.3.d The Contractor shall distribute to the RAF community a charter that defines the role, quality standards and performance targets, as agreed with the Authority, of the Personal Support and Social Work Service and maintain an internal procedure to deal with service user complaints.

1.A.4 **Management Information**

1.A.4.a The Contractor shall recognise that records created within the PS&SWS (RAF) contract are owned by the Authority. The Contractor shall collate, maintain, share (in accordance with the directions of the Authority), preserve and transfer (to the Authority or to a future contractor), in a format and for such periods of time as required by the Authority, records and non-statutory welfare registers in relation to Service personnel and their families. In meeting this requirement, the Contractor shall:

a. Maintain and develop Information Systems (electronic wherever possible) to record casework, assess performance and provide management information to meet the needs of the Authority’s Personal and Community Support staffs and MOD as appropriate.

b. Safeguard all records, whether physical or digital in accordance with the provisions of DPA and GDPR, and comply with the requirements of the UK Government’s Cyber Essentials Plus Scheme.

c. Produce a monthly report on referrals covering station, regional and service-wide casework, where applicable and as agreed by the Authority.

d. Produce an annual activity report to describe the work undertaken on behalf of the Authority including an independent assessment of the well-being of the RAF Community.

e. Provide support to other RAF-wide information campaigns as agreed with the Authority.

f. Produce referral statistics for local unit awareness and analysis, including for the monthly Station Personal Support Committee.

1.A.5 **Performance Management**

1.A.5.a Performance of the Contractor will be regularly assessed by HQ Air Community Support and benchmarked against an agreed set of Performance Indicators as laid down at Section 5 to this SOR. In addition, the Contractor shall participate in preparing for and being subject to the Authority’s quality assurance, monitoring, review and inspection processes. In meeting the requirement, the Contractor shall create effective action plans to implement recommendations made to remedy any risks identified in these processes.

1.B.1 **Staffing Requirements and Qualifications**

1.B.1.a The Contractor as the employer shall be responsible for its employees, both professional and administrative, engaged in this Contract, including appropriate supervision and work in accordance with approved referral protocols and UK professional standards. The direction and prioritising of work shall be subject to the agreement of the Authority; however, under normal circumstances this will be delegated to the Contractor’s Head of Service.

1.B.1.b The Contractor shall provide sufficient staff with appropriate qualifications, as agreed with the Authority, applicable to their non-statutory employment to deliver the range of non-statutory personal support and social work services. This shall include a Contract Manager (or other such appropriate title) who shall be suitably qualified and experienced in the management of a services support contract of similar complexity. The Authority will wish to view the nominated Contract Manager’s CV and reserves the right to comment on his/her appointment and the work location of the Contract Manager.

1.B.1.c The Contractor shall maintain appropriate and sufficient staffing levels and be proactive in the management of staff turbulence and turnover to ensure no adverse impact on service delivery. This includes an ability to be responsive to significant changes in referrals across the scope of the contract.

1.B.1.d The Contractor shall provide sufficient managerial and administrative staff with appropriate qualifications, as agreed with the Authority, to supervise and support staff delivering the non-statutory personal support and social work service and to facilitate cooperation with statutory authorities. KPI (as 1B1A)

1.B.1.e Staff engaged by the Contractor under the Contract shall be paid at a comparable rate for staff with similar skills and responsibilities employed in the UK by Local Authorities.

1.B.1.fe It shall be a condition of each individual’s contract of employment that they will cooperate fully with the requirements, and if necessary give evidence to, any formal Service Inquiry or service complaints process.

1.B.2 **Training and Development**

1.B.2.a The Contractor shall provide sufficient continuing professional development training to ensure that its staff are kept up to date with current best practice and understanding, which is to include the preparation of an Annual Training and Development Plan. The Contractor shall perform regular Audits to ensure that staff are adequately qualified, competent and capable to meet all the core output requirements of this contract. The Contractor shall ensure that training is evaluated to enable its impact on practice to be measured.

1.B.3 **General Personnel Experience and Training Requirements**

1.B.3.a Familiarity with RAF Regulations. In addition to the requirements listed above and in other Sections of the SOR, the Contractor’s personnel will need to be aware of relevant RAF regulations and requirements pertaining to the operation of the Contract. The Authority will work with the Contractor to ensure familiarity with essential documentation, where appropriate.

1.B.3.b Trade and Equipment/Process Familiarisation Training. The Contractor shall be wholly responsible for the costs of training Contractor personnel for all tasks that are included in the Contract, for example the operation of any specialist software packages.

1.B.3.c Continuation Training. Costs for continuation training including Health & Safety, Quality Assurance, Environmental Protection, Diversity and Inclusion and other subjects are the Contractor’s responsibility.

1.B.4 **Safety Provisions**

1.B.4.a The Contractor must provide an organisation, systems and controls to comply with the statutory provisions for Health and Safety at Work (HSW) and Environmental Protection (EP) requirements. Compliance on RAF stations is also required with all current and relevant MOD and RAF instructions and orders, which will be made available to the Contractor once appointed.

1.B.4.b The Contractor must manage the Contractor’s Health, Safety and Environmental Programme, nominate a Point of Contact to provide cooperation and liaison with the Authority’s staff on HSW and EP matters, and to attend the Station Health and Safety Committee, and Environmental Action Group Meetings if requested to do so. In addition, the Contractor is to integrate with Station Emergency and Contingency Plans.

1.B.5 **Government Furnished Facilities and Equipment/Contractor Furnished Facilities and Equipment**

1.B.5.a The Authority shall provide such specialist facilities and equipment (GFF and GFE) in support of the Contract as are available. The Contractor shall be responsible for the provision of any additional facilities or equipment deemed necessary for the discharge of obligations under the Contract. All issued property shall remain the property of the Authority and it shall be used in the execution of the Contract and for no other purpose, without the prior approval, in writing, of the Authority.

1.B.5.b Where the contractor has sole occupancy of a building, a nominated representative within that area must act as the Building Custodian. Where buildings have dual occupancy, the contractor may be required to nominate a building custodian. Within all areas contractors are to notify property management maintenance requests via the nominated Building Custodian.

1.B.6 **Security Requirements**

1.B.6.a Security Clearance Requirements. The Contractor is to note that the MOD has a personnel vetting process with which they are to adhere. Once the contract has been awarded, and prior to the commencement of work under the contract, all contractor personnel are required to pass the requisite security clearance process. This might include a requirement, in exceptional circumstances, for a small number of contractor staff to undergo Developed Vetting to ensure optimum welfare delivery in higher security workplace environments as agreed by the Authority. The Contractor shall not appoint staff until the necessary security clearance is received in accordance with the current Authority procedures extant at the time. Very occasionally and only in exceptional circumstances, in advance of vetting confirmation, the Contractor may ask the Authority to accept their prospective employee pending receipt of security clearance. However, such an agreement shall be on the basis that staff shall be removed at the Contractor’s expense if an application for vetting subsequently proves unsuccessful.

1.B.6.b Clearance Timescales. Names, qualifications and clearances of candidates for designated operationally sensitive positions should ordinarily be submitted, via the respective Station Security Officers, at least 4 months prior to the intended date of employment.

1.B.6.c Security Responsibilities. All Contractor employees are required to comply with Station Security Orders and Station Standing Orders. In addition, they are to display visibly, at all times, a current and clearly legible Station Identity Card, within the bounds of Service Establishments, and are to identify themselves immediately when challenged by any Service Person or other official. All Contractor personnel are to be prepared to submit to searches by MOD Security staff on entering or leaving any RAF station. Appropriate and relevant security education will be provided to Contractor personnel by the Authority and any such information is not to be disclosed to third parties.

1.B.6.d Escorting. The Contractor is to ensure that any non-security cleared sub-contractors undertaking Contract related tasks are escorted at all times. This is to include compliance with current visiting contractor regulations.

1.B.6.e Observance to Regulations. The Contractor’s personnel are required to observe Station Standing Orders and all other relevant rules and regulations in force.

1.B.7 **Definitions**

1.B.7.a In addition to the definitions detailed in the Conditions of Contract, the following definitions shall apply to this section:

a. MOD Defence Commercial. The contracting authority is nominated in the Appendix to the Contract. The MOD Defence Commercial Team is the only organisation authorised to conduct negotiations with a Contractor on behalf of the Authority.

b. RAF Community Support (Com Spt). RAF Com Spt is the department of HQ Air Command with responsibility for the functional day-to-day control of Personal Support and Social Work Services across the RAF. RAF Com Spt consults and advises RAF stations in relation to the delivery of such services and acts as the conduit for policy matters between the stations and the Contractor.

1.B.8 **References**

1.B.8.a Work undertaken in support of the SOR shall comply with the reference documents detailed in the functional Sections unless specifically approved by the Authority. The specified Section references shall be deemed to imply the current editions as from time to time amended. MOD and RAF policies will be available to the Contractor for the duration of the contract, in electronic or hard-copy format (at the discretion of the Authority).

**SECTION 2 – Personal Support and Social Work Service (RAF) Contract – Performance Requirements**

| **Item No** | **Major Contract Requirement** | **Supplementary Requirement or Information** | **Estimated Quantity** | **Performance Standard** |
| --- | --- | --- | --- | --- |
| 2.A | **PERFORMANCE REQUIREMENTS** | | | |
| 2.A.1 | **PHASE-IN AND PHASE-OUT** | | | |
| 2.A.1.a | Update and execute the Phase-in Plan outlined in response to theInvitation to Tender (ITT). | Deviations from the agreed Plan require Designated Officer (DO) approval. | One Phase-In Plan. | Not more than 5 validated customer complaints per month regarding smooth transition of functions. |
| 2..A.1.b | Produce and execute an agreed Phase-Out Plan. | Deviations from the agreed Plan require DO approval. | One Phase-Out Plan. | Production 12 months prior to contract end, or immediately on notification of termination of contract. Not more than 5 complaints per month regarding smooth transition of functions during the Phase-Out period. |
| 2.A.2 | **CONTRACTOR OPERATED FACILITIES** | | | |
| 2.A.2.a | Maintain office facilities provided under this contract. | Government-Furnished Facilities (GFF) is covered in paragraph 2.C.1. Any facilities deemed surplus to requirements should be identified. | Reasonable office accommodation will be provided by RAF stations. | The accommodation is to be maintained to a reasonable standard and will be subject to inspection by the Commanding Officer of the Unit and others. |
| 2.A.3 | **QUALITY MANAGEMENT SYSTEM** | | | |
| 2.A.3.a | Operate and maintain a Quality Management System (QMS) covering all the Contractor’s activities. QMS to be iaw the plan submitted at 2.B.2 | The QMS will be used by the DO to supplement the Authority’s own monitoring activities. | One QMS. | QMS must be established no later than the end of the Phase-In Period. During operation, at least 95% of the data is to be accurate (100% for personal data) and up to date. QMS to be comprehensive, measurable and include contingency measures |
| 2.A.4 | **CONTRACTOR QUALITY ASSURANCE** | | | |
| 2.A.4.a | Establish a Quality Management System (QMS). |  | One QMS covering all functional areas. | System must be established no later than the end of the Phase-In Period and must interface with RAF QMS at all times. |
| 2.A.5 | **WORKLOAD** | | | |
| 2.A.5.a | Prepare timely responses to Proposed Contract Amendments (PCA). | For urgent requirements, respond within 5 days of request. For remainder, respond within two weeks of request unless otherwise indicated by the Authority. |  | For urgent requirements, respond within the specified times 100% of the time. For the remainder, respond within specified timescales 100% of the time. |
| 2.A.6.a | **OFFICIAL PUBLICATIONS** | | | |
| 2.A.6.b | Take charge of and exercise proper control and care of any MOD and RAF provided publications, be they electronic or hard copy. |  |  |  |
| 2.A.7 | **COST ACCOUNTING REPORTING AND BUDGETING** | | | |
| 2.A.7.a | Develop, in conjunction with the HQ Air Command Finance staff, a cost accounting and reporting system. |  |  |  |
| 2.A.8 | **FINANCIAL AND EQUIPMENT ACCOUNTING SYSTEM** | | | |
| 2.A.8.a | Establish, operate and maintain a financial and cost accounting system to the satisfaction of the Authority. |  | One system. | System to be established by the end of the Phase-In period and operated to the satisfaction of the Authority. |
| 2.A.8.b | Operate and maintain existing financial and cost accounting system at para 2.A.7.a. |  | One system. | System to be up to date and accurate. Costs to be booked within 1 week after they are incurred. |
| 2.A.9 | **GOVERNMENT INSPECTIONS AND AUDITS** | | | |
| 2.A.9.a | Provide Contractor assistance. At the direction of the DO, assist and co-operate in all inspections, internal reviews and audits conducted by the Authority. | Make records available, answer official inquiries, provide escorts when required, etc. The Authority reserves the right to inspect periodically the Contractor’s commercial records relating to the contract throughout the term of the contract. |  | Not more than one validated customer complaint per 3 inspections or 3 audits regarding courtesy, co-operation, or assistance. |
| 2.A.9.b | Cooperate with the RAF Command Staff visits and correct promptly any noted deficiencies or discrepancies applicable to activities detailed in this Contract. | RAF Command Staff provide staff visits to monitor the Contractor’s performance. |  | All deficiencies and discrepancies corrected within 30 days, or as agreed by the Authority. |
| 2.A.9.c | Co-operate with RAF Staff during Annual Formal Inspections (AFIs). | Visits conducted by RAF Air Officer (normally 2-star) and include AFIs of Lodger Units. |  | Not more than one validated customer complaint per inspection or audit regarding courtesy, co-operation, or assistance. |
| 2.A.10 | **OTHER VISITS** | | | |
| 2.A.10.a | Co-operate with RAF Staff during VIP visits. | Including visits to Lodger Units. |  | Not more than one validated customer complaint per visit regarding courtesy, co-operation, or assistance. |
| 2.A.10.b | Co-operate with RAF Staff during other informal visits sanctioned by DO. | Including visits to Lodger Units. Arrangements are usually low-key and can include local community groups, cadets, associations of ex-Servicemen etc. |  | Not more than one validated customer complaint per month regarding courtesy, co-operation, or assistance |
| 2.A.10.c | Provide Contractor assistance. At the direction of the DO, assist and co-operate in OFSTED inspections or other external inspections and audits as notified by the Authority. | Make records available, answer official inquiries, support local unit inspection, provide escorts when required, etc. |  | All deficiencies and discrepancies corrected within 30 days, or as agreed by the Authority. |
| 2.A.11 | **SECURITY** | | | |
| 2.A.11.a | Ensure that all Contractor personnel successfully undergo vetting checks prior to commencing work at the appropriate host unit. | Immediately remove from employment at the Station any person determined by the DO to be a security risk. | As determined by the Contractor. | Zero instances of Contractor personnel working without proper clearance or local Station Commander authority. |
| 2.A.11.b | Comply with security regulations and instructions. |  | As required. | 100% compliance with MoD Security Regulations, Command Security Instructions, and Station Standing Orders (Security). |
| 2.A.11.c | At termination of employment, ensure that all personnel return their ID card and any vehicle passes to Passes and Permits. | Action to be completed on the last day of employment. | As determined by the Contractor. | No instances of personnel leaving Contractor’s employment with ID cards or vehicle passes in their possession. |
| 2.A.12 | **CONTRACTOR SAFETY** | | | |
| 2.A.12.a | Within areas solely occupied by Contractor, implement the Safety Management Plan (SMP) submitted at para 2.B.10.a. | Maintain, review and update full risk assessment records. Maintain compliance with HSW and Management of HSW (MHSW) requirements. | As required to fully assess work activity and manage risks. | At least 95% of assessments to be current. Remaining assessments to be under an agreed review schedule. |
| 2.A.12.b | Within areas solely occupied by Contractor, conduct 6-monthly audits to monitor level of compliance with SMP. | Commence remedial measures for non-compliant conditions within one working day for major/serious safety discrepancies and within 5 working days for minor discrepancies (Safety management/MoD guidelines will define). | Within each working area as defined by Contractor’s activity requirement. | Remedial measures to be completed within required timescale 100% of the time. |
| 2.A.12.c | In areas of shared MoD/Contractor occupation, co-operate with MoD SMP, and Stn Cdr’s Policy Statement. | Maintain risk assessments for shared areas iaw HSW/MHSW requirements, in conjunction with existing MoD assessments. | As required to fully assess work activity and manage risks. | At least 95% of assessments to be current. Remaining assessments to be under an agreed review schedule. |
| 2.A.13 | **ENVIRONMENTAL PROTECTION** | | | |
| 2.A.13.a | Comply with the current Station Environmental Protection (EP) plans providing reports when required by the DO. | Comply with local EP plans at host stations. |  | No incident of failure to comply with environmental regulations. No incidence of failure to pass successfully any inspection performed. |
| 2.A.13.b | **PUBLIC RELATIONS EVENTS** | | | |
|  | Support the Station in all public relations events staged. | Assistance as required will be available from Service-manned sections on the Station. Reimbursement, if appropriate, shall be negotiated separately with the DO for each event. | Ongoing requirement | In accordance with the relevant Admin Order, or Visit Instruction (VI). |
| 2.A.14 | **ENERGY MANAGEMENT** | | | |
| 2.A.14.a | Comply with the Station Energy Management Plans to enable delivery the most efficient use of resources within the buildings occupied by the contractor. |  |  | No instances of failure to produce and implement the Energy Management Plan |
| 2.A.14.b | **UTILITY MANAGEMENT** | | | |
| 2.A.14.c | Comply with the Utilities Management Plan to deliver the most efficient use of resources within the buildings either leased or occupied by the contractor for the purposes of the Contract. |  |  | No instances of failure to produce and implement the Utilities Management Plan |
| 2.A.15 | **SUSTAINABLE DEVELOPMENT** | | | |
| 2.A.15.a | Comply with any Sustainable Development Plan where applicable. | The contractor shall endeavour to ensure that, where possible, the services carried out under the contract are done so in a manner that minimises adverse environmental impacts. |  | No instances of failure to produce and implement the Sustainable Development Plan. |
| 2.B | **RECORDS AND DELIVERABLES** | | | |
| 2.B.1 | **REPORTS** |  |  |  |
| 2.B.1.a | Maintain all records and prepare and submit all required reports and forms as specified in the Contract. Supply also ad-hoc reports as requested by the DO. | All reports specified in each Section, including ad-hoc reports requested by the DO, are considered a part of the firm price portion of this Contract. Reports may be requested on any aspect of contract monitoring or day-to-day management of the Station. | As specified in each section. | All reports to be of quality and accuracy acceptable to DO. 95% of reports to be submitted on or before the due or requested date. Remaining 5% of reports to be submitted within 5 working days of the due or requested date for urgent reports, and between 5 and 7 working days of the due or requested date for routine reports. |
| 2.B.2 | **QUALITY MANAGEMENT SYSTEM** | | | |
| 2.B.2.a | Provide a Quality Management System (QMS) plan to include the establishment of a QMS covering all the Contractor’s activities on site. | Plan must include specific procedures for demonstrating that the tasks defined in the Contract have been carried out and that the performance standards have been met. The QMS shall employ appropriate random sampling techniques and include a system to identify risks, issues and lessons learned | One QMS. | Plan must be submitted at least 30 days before the end of the Phase-In Period and be acceptable to the DO. |
| 2.B.3 | **COST ACCOUNTING REPORTING AND BUDGETING** | | | |
| 2.B.3.a | Operate system developed at Para 2.A.7.a and provide monthly using Purchase to Payment (P2P). |  | One system generating not less than 12 invoice reports per year. |  |
| 2.B.4 | **SECURITY REPORTS** | | | |
| 2.B.4.a | When requested by the Authority, provide a consolidated list of all personnel employed under this Contract. | Show by name, position and level of security clearance held. Update on the last working day of each month. | Ongoing requirement. | All reports to be of quality and accuracy acceptable to DO. |
| 2.B.5 | **PERSONNEL QUALIFICATIONS AND CERTIFICATIONS** | | | |
| 2.B.5.a | Ensure that all certifications, licences, clearances, and records of specialized experience for all personnel are current. | Contractor is responsible for all training necessary to ensure current qualifications of personnel. | As specified in each section. | No expired certifications, licenses, clearances, audit or training lapses. |
| 2.B.5.b | Submit individual job descriptions and personnel qualifications for all key positions to the DO for review. |  | As specified in each section. | No instance of failure to meet the conditions of this contract. All reports to be of quality and accuracy acceptable to DO. |
| 2.B.5.c | Maintain a consolidated list of all personnel training competencies for all positions for review by the Authority. |  | Ongoing requirement | All reports to be of quality and accuracy acceptable to DO. |
| 2.B.6 | **CONDUCT OF CONTRACTOR PERSONNEL** | | | |
| 2.B.6.a | Submit for DO approval a set of Company rules and regulations which will be binding on all Contractor employees associated with this Contract. Review annually and update as required. |  | As determined by Contractor. | No instance of failure to meet the conditions of this contract. All reports to be of quality and accuracy acceptable to DO. Annual review to be completed within 30 days of due date. |
| 2.B.7 | **PROPERTY ACCOUNTABILITY** | | | |
| 2.B.7.a | Investigate and provide a full report into the loss, damage, or disappearance of Government-owned property, equipment, materials, or funds under the Contractor’s control. | Submit in accordance with MoD procedure within 21 days of discovery of loss. Report shall include recommendations for preventing such losses from recurring. Upon approval by the Authority, implement agreed recommendations within the performance requirements of this Contract at no cost to the Authority. | 1 x ongoing requirement. | All reports to be of quality and accuracy acceptable to DO. Reports to be submitted by the agreed date. |
| 2.B.8 | **CONTRACTOR-OPERATED FACILITIES** | | | |
| 2.B.8.a | Liaise with the Authority in relation to the use of office space. | Suitable office accommodation will be provided for the Contractor at each site. |  |  |
| 2.B.9 | **CONTRACTOR SAFETY** | | | |
| 2.B.9.a | Develop and submit for DO approval a Safety Management Plan for use within areas solely occupied by the Contractor. | Submit no later than 30 days prior to the end of the Phase-In Period. | One plan | Plan to be of quality and accuracy acceptable to DO. |
| 2.B.10 | **CONTRACTOR QUALITY ASSURANCE PROGRAMME** | | | |
| 2.B.10.a | Submit a detailed Quality Plan, including all necessary Standard Operating Procedures, iaw QA Contract Condition |  | One plan. | The plan and all associated reports to be of quality and accuracy acceptable to DO. |
| 2.B.11 | **ENVIRONMENTAL PROTECTION** | | | |
| 2.B.11.a | Provide any Environmental Protection reports as required by MoD/Local Authority. |  | As required | Reports complete, accurate and submitted to the Authority within the required time limit. |
| 2.B.12 | **BILL PAYMENTS** | | | |
| 2.B.12.a | Submit invoices iaw Contract provisions. | Payments will be monthly | As required | All invoices to be of quality and accuracy acceptable to DO. All invoices to be submitted by the due or requested date. |
| 2.B.13 | **CONFIDENTIALITY AND INFORMATION SHARING** | | | |
|  | Submit for DO approval the Code of Confidentiality and information sharing protocol which will be binding on all Contractor employees associated with this Contract. | Submit not later than 30 days prior to implementation. | As determined by the Contractor | No instance of failure to meet the confidentiality conditions of this contract. |
| 2.C.1 | **GOVERNMENT FURNISHED EQUIPMENT – ACCOUNTABILITY** | | | |
| 2.C.1.a | Conduct a joint handover of GFE iaw requirements specified in individual sections. | Inventory handover to be completed no later than 3 days before end of Phase-In period. The Authority shall supply any deficiencies and accept or arrange disposal of any surplus. Acceptance will result in adjustment to the initial inventory. Dispose of excess or rejected GFE. | As specified in each section. | As specified in each section. |
| 2.C.1.b | Conduct Annual inventory check and cooperate with inventory checks by relevant inventory holders. | Provide report to DO on completion. Check can include all stored items held by the Contractor but in practice will be a random sample as directed by DO. | One inventory check per annum. | To be completed in time for report to be submitted on or before the due or requested date. |
| 2.C.1.c | Complete a joint handover of GFE iaw the agreed Phase-out Plan or, in the event of Contract termination, transfer inventory to follow-on Contractor or return to the Authority as directed. | To be completed by the date of Contract expiration or termination. Following investigation an explanation covering all discrepancies is to be made to the DO.  After any necessary recovery/write-off action, the inventory shall be accurate to allow disposal of all remaining Government property either by transfer to a follow-on Contractor or by removal from the Unit. | As specified in each section. | As specified in each section. |
| 2.C.2 | **GOVERNMENT-FURNISHED FACILITIES – ACCOUNTABILITY** | | | |
| 2.C.2.a | Conduct a joint inspection of GFF designated for the exclusive use of the Contractor. | Not later than 30 days prior to implementation date, verify condition of existing facilities for suitability to perform the work specified in this Contract. Include required repairs and improvements in the Contractor Facilities Use Plan. | As specified in each section. | As specified in each section. |
| 2.C.2.b | Conduct a joint inspection of GFF iaw the agreed Phase-Out plan or, in the event of Contract termination, transfer GFF to follow-on Contractor or return to the Authority as directed. | To be completed by the date of Contract expiration or termination | As specified in each section. | As specified in each section. |
| 2.C.3 | **CONTRACTOR-FURNISHED MATERIAL** | | | |
| 2.C.3.a | Where specified as CFM in any Section, provide within the firm price of this Contract all materials, supplies, and parts required to perform the task. | It is the Contractor’s responsibility to select a supply source and arrange for delivery to meet Contract requirements. | As determined by the Contractor. | Contract purchases to be cost effective and timely. See performance standards specified in this and all other sections. |
| 2.C.4 | **CONTRACTOR FURNISHED EQUIPMENT** | | | |
| 2.C.4.a | Where specified as CFE in any Section, provide the equipment required to perform the Contract requirements within the firm price of the Contract, ensure that it is in a safe condition at all times and arrange maintenance/repair when required | The amortisation schedule for CFE shall be provided to the Authority. The Schedule shall also include a provision allowing re-assignment of such equipment to the Authority or successor Contractor in the event of Contract expiration or termination. | As determined by the Contractor. | Procurement, maintenance and/or repair of equipment to be cost effective and timely. No instance of unsafe CFE being in use. |
| 2.C.4.b | Lease equipment as required to perform the Contract requirements within the Firm Price of the Contract | The terms and rates of equipment leases shall be provided to the Authority and shall include a provision allowing reassignment of such leases by the Contractor to the Authority or a successor Contractor in the event of Contract expiration or termination. | As determined by the Contractor. | See performance standards for each section. |
| 2.C.4.c | Upon Contract termination, replace at Contractor expense, any item of CFE, previously procured at 2.C.4.a, found to be missing from inventory. | At the option of the Authority, cash payment or a deductive change order shall be executed in lieu of actual replacement. Replacement value shall include estimated cost of equipment, installation, transportation, handling, and administrative charges, overheads and profits. Any additional equipment provided by the Contractor not intended to replace GFE will remain CFE and not be subjected to final inventory. | As determined by the Contractor. | All equipment missing from inventory at contract termination to be paid for or replaced at Contractor’s expense. |
| 2.C.5 | **CONTRACTOR-FURNISHED FACILITIES** | | | |
| 2.C.5.a | The Contractor is responsible for the provision of any facilities required in addition to those furnished by the Authority. | All plans for new facilities are to be subject to the agreement of the Authority, through the DO. The facility is to be supplied within the firm price portion of the Contract. | As determined by the Contractor. | No instances of failure to perform the task due to lack of facilities. Also see performance standards specified in all other sections. |

**SECTION 3.1 – Non-Statutory Personal Support and Social Work Service And Support to the RAF’s Personal Management System**

|  |  |  |  |
| --- | --- | --- | --- |
| **Item No.** | **Service Area and Specific Task.** | **Principle Statute, Regulations and Guidance** | **Additional Comments** |
| (a) | (b) | © | (d) |
| 1 | **Initial Contract Arrangements:**  (1) Receiving and processing referrals  (2) Screening for appropriateness and referring to other agencies if necessary  (3) Allocating for action | Human Rights Act 1998  AP7005 – RAF Welfare and Community Support Policy | The contractor shall undertake to meet the Performance Indicators at Section 6. |
| 2 | **Undertaking Direct Work By:**  (1) Advice  (2) Advocacy  (3) Assessment  (4) Consultation  (5) Counselling Skills  (6) Education on relevant issues and legislation  (7) Group Work  (8) Liaison  (9) Mediation  (10) Presentation  (11) Publicity  (12) Reports (written and verbal)  (13) Signposting  (14) Training, Preventative Measures and Awareness Raising  **ON**  **Addiction**  (1) Alcohol  (2) Drugs  (3) Gambling  (4) Solvents  (5) Sex  **Bereavement**  Including working in co-operation with the Casualty Notifying Officer, Visiting Officer and the Effects Officer.  **Childcare**  (1) Safeguarding  (2) Children in Need  (3) Common Assessment Framework – Lead Professional as required  (4) Behaviour Management  (5) Family Work  (6) Parenting Skills  (7) Accessing childcare resources  (8) Child contact issues  (9) Air Cadet Organisation  **Education**  (1) Individual casework in support of appeals against school allocation  (2) Joint work with Children’s Education Advisory Service  (3) Working in partnership with local schools in support of the children of RAF families  **Equality and Diversity**  (1) Bullying  (2) Harassment  (3) Discrimination  **Financial Issues**  (1) Benefits  (2) Practical Budgeting  (3) Child Maintenance Service – Clinic Facilitation  (4) Debt Signposting  (5) CAB – Clinic Facilitation  **Housing**  (1) Contact/Welfare Accommodation  (2) Defence Infrastructure Organisation (DIO) - Welfare/Medical/Adaptations  (3) Irregular Occupancy  (4) Local Authority, Social Housing and Private Lettings  (5) Working with Station Community Support Officers and the Joint Service Housing Advice Office | Children Acts  Common Assessment Framework  The Equality Act 2010.  JSP 763 – MOD Behaviours and Informal Complaint Resolution Policy | The contractor shall undertake to meet the Performance Indicators at Section 6.  It is acknowledged that this list may not be exhaustive. Additional types of work should be referred to the Authority to establish whether they are appropriate for action under the contract.  Statutory Authority has primacy in such matters.  Assist in seeking support from agencies such as the RAF Benevolent Fund where appropriate  Housing Support Reports      Station Community Support Officer (SCSO)  Joint Service Housing Advisory Office (JSHAO) |
| 3 | **Mental Health**  (1) Self Harm  (2) Depression  (3) Post-Traumatic Stress Disorder  (4) Stress / Anxiety  (5) Eating Disorders  (6) Psychosis  (7) Personality Disorder  (8) Work in connection with ‘care for the carer’ protocols and practices.    **Emotional Well-Being**  (1) Decompression  (2) Normalisation    **Physical Health**  (1) Disability  (2) Hospitalisation  (3) Medical Discharge  (4) Terminal Illness  (5) Work for Personnel Recovery Unit  (personnel posted non-effective)  (6) Work in connection with Long Term Sickness Absence Management visits  (7) Link with Queen Elizabeth Hospital (Military Elements)    **Perpetrators**  (1) Offending behaviour  (2) Anti-Social Behaviour Orders  (3) Sex Offenders’ Register  (3) Advising the RAF Chain of Command regarding sex offender management  (4) Work in conjunction with the MAPPA and the MARAC    **Pregnancy**  (1) Issues  (2) Fertility  (3) Miscarriage/Stillbirth  (4) Termination  (5) Sexual Assault | Mental Health Acts 1959 and 2007  Mental Health (Scotland) Act 1991  Mental Capacity Act 2005  Safeguarding of Vulnerable Groups Act 2006  Core Standards Act 2000  MAPPA 2001  AP 9012 RAF Stress Management and Resilience Policy      NHS and Community Care Act 1990  Chronically Sick and Disabled Persons Act 1979 (and subsequent related legislation)  Carers (Recognition & Services) Act 1995 | Medical Authorities have primacy in such matters. Work in partnership with the MHSWS, DCMH, RAF Primary Care Teams and NHS.  Welfare or specialist HR staffs can be particularly susceptible to stress or generally at risk of becoming a welfare casualty when responding to others and ignoring their own health and mental well-being. Welfare supervision supports those identified as Stress Vulnerable Individuals.  In order to provide appropriate and timely staff development in working with people who are wounded, injured or sick and to promote good practice, professional supervision will be available for Personnel Recovery Unit Officers (PROs) and Military Liaison Officers (MLOs) who undertake casework.  In recognition of the level and nature of work undertaken by PROs and MLOs, the supervisor must be qualified and experienced in a related profession (such as social work) in order to provide the necessary subject knowledge and skills base. The supervisor must also be independent from the RAF Personnel Recovery Unit chain of command to enable PROs/MLOs to talk openly within normal codes of confidentiality.  National Offender Management Service will have primacy.    Multi-Agency Public Protection Arrangements and Multi-Agency Risk Assessment Conference |
| 4 | **Relationships**  (1) Couples Work  (2) Disputes – including neighbours and work  (3) Domestic Abuse/Violence  (4) Estranged Partners  (5) Extended Family  (6) Reconstituted Families  (7) Individual Work  (8) Separation  (9) Sexual Assault / Rape  (10) Single and Unaccompanied Personnel  (11) Gender Issues  (12) Deployment Issues    **RAF Personnel Management Support**  (1) RAF Benevolent Fund Applications  (2) Compassionate Action  (3) Preferential Treatment  (4) Advice, Guidance and Consultancy  (5) Critical Incident Support    **Additional Needs and Disability**  (1) Vulnerable Adults  (2) Dependants  (3) Extended Family  (3) Carers | Special Educational Needs & Disability Act 2001  Special Educational Needs Code of Practice 2002  The Disability Discrimination Act 2005 |  |
| 5 | **Victim/Survivor Support**  (1) Adult Survivors of Abuse  (2) Domestic Abuse  (3) Emotional Abuse  (4) Physical Abuse  (5) Psychological Abuse  (6) Sexual Abuse  (7) Witness Support  (8) Genital Mutilation  (9) Work in conjunction with IDVAs to support Service families.  **DBS**  (1) Working with Vulnerable Adults |  | Independent Domestic Violence Advocates |

**SECTION 3.2 – Cooperation with Statutory Services and Support to The RAF’s Service Justice System**

|  |  |  |  |
| --- | --- | --- | --- |
|  |  |  |  |
| 1 | **Children In Need**  (1) Receiving and processing referrals.  (2) Liaising and joint working with Social Services in the Assessment of Need.  (3) Advice, counselling and / or practical support to children and or families.  (4) Prepare and present reports for civilian and military agencies.  **Children in Need (Disability)**  (1) Contributing to multi-agency  SEN Assessments. | The Children Act 1989 – Guidance and Regulations Vols 1 – 9  Framework for the Assessment of Children in Need and their Families 2000  Working Together to Safeguard Children DoH 2006.  Children’s (Scotland) Act 1995  Children’s (NI) Order 1995  The Disability Discrimination Act 1998 Education Acts (Various) | The Statutory Authority has primacy.  The Contractor shall represent the RAF with the Statutory Authority.  Lead professional when appropriate. |
| 2 | **Safeguarding Children**  (1) Prepare/present information known to RAF and the Contractor to Child Protection Conferences as required.  (2) Attend and represent the RAF at Child Protection Case Conferences.  (3) Joint working with Social Services and families as identified at Case Conferences.  (4) Assist OC PS or equivalent in reporting Child Protection cases in accordance with RAF Procedures.  (5) Attend/represent RAF at Safeguarding Board Meetings as required. | The Children Act 1989 / Children’s Act 2004  Guidance and Regulations Vols 1-8  DoH Personal Social Services Assessment Framework 1999  Sexual Offenders Act 1997  Children and Adoption Act 2006  DoH Documents  Every Child Matters’ |  |
| 3 | **Looked After Children**  (1) Work in partnership with Children’s Services when required.  (2) Attend reviews, conferences as required.  (3) Participate in the Aftercare Plan.  (4) Work with parents. |  |  |
| 4 | **Adoption**  (1) Provide information to prospective RAF Adopters.  (2) Advice and support to prospective RAF adopters.  (3) Offer advocacy with Local Authority and other Adoption Agencies on behalf of prospective RAF Adopters.  (4) In partnership with Children’s Services, assess whether child(ren)’s welfare is safeguarded and promoted. | Adoption Act 1976 (Section 51)  Adoption and Children Act 2002  Adoption Agencies Regulations 1983  Adoption Rules 1984  The Children Act 1989: - Guidance and Regulations Vol 9  DoH / SSI Inspection Report  DoH Adoption – A New Approach Dec 2000  Commission for Social Care Inspection (CSCI) | Adoption work should be undertaken by Local Authorities in normal circumstances. Voluntary Adoption Agencies approved by OFSTED may operate in this field. |
| 5 | **Fostering**  (1) General advice and consultation.  (2) Reports on Referees.  (3) In partnership with Children’s Services, assess whether child(ren)’s welfare is safeguarded and promoted.  (4) Advice on private fostering. | DoH – UK National Standards for Foster Care 1999 | Fostering work should be undertaken by the Local Authorities in normal circumstances.  Where Service personnel require assistance to arrange Foster Care during a deployment the contractor may co-operate with the Local Authority to meet the need. |
| 6 | **Family Proceedings**  (1) Facilitate supervised contact as appropriate.  (2) Provide reports as required to Courts, Welfare Agencies and the Children and Family Court Advisory and Support Service. | Criminal Justice and Court Services Act 2000 | When required by statute. |
| 7 | **RAF’s Justice System**  (1) Provide Personal Circumstances Reports for Station Commander’s Orderly Room. |  | It is anticipated that the Tri-Service Discipline Act will be in force for the duration of the contract. |

**SECTION 3.3 –Provision of a Welfare Supervision Programme to Support Selected People Ops Roles**

|  |  |  |  |
| --- | --- | --- | --- |
| 1 | Welfare Supervision (also known as Restorative Supervision) is a formal process of professional support and learning, which enables individuals to reflect on their experiences, develop knowledge and competence, assume responsibility for their own practice and enhance care. It seeks to reduce the amount of stress and burnout individuals might be experiencing and restore their capacity to think and make decisions, potentially reducing risk within the organisation.  (1) Restorative supervision is to be provided for up to 150 People Ops personnel in *high tariff* appointments.  (2) Temporary additional supervision for up to 15 further posts for personnel with occasional exposure to high-stress work as agreed by the Authority.  (3) Supervisory sessions are to be, ideally, conducted on a quarterly basis dependant on the need of the role and demand for the service. The amount of supervision may also need to vary from individual to individual and frequency of supervisory sessions can be increased or decreased as necessary.  (4) Sessions are to be confidential, in line with the Contractors information sharing protocol, unless there is clear concern regarding a breach of professional conduct or danger of harm to the individual or others.  (5) A Supervision Record should be completed at each session by the contractor and a copy of the supervision feedback form sent to the individual for their retention. | Air Publication 7005 Leaflet 105 | All roles that are subject to supervision will be reviewed on an annual basis. |

**SECTION 4 – BREAKDOWN OF RAF PERSONNEL IN THE UK (AS aT 21 July 2022)**

4.1 The lay down of RAF administered units within the scope of the contract is listed below and this also includes numbers of personnel located at satellite units for which there is a parenting responsibility.

| **RAF Station or Other RAF Administered Units** | **Approximate Regular RAF Personnel Strength** | **Approximate**  **FTRS RAF**  **Personnel**  **Strength** | **Approximate Phase 1 & 2 Trainee Strength** | **Total Personal Strength** |
| --- | --- | --- | --- | --- |
| RAF Brize Norton | 4043 | 105 | 34 | 4182 |
| RAF Waddington | 2407 | 98 | 2 | 2507 |
| RAF Marham | 1323 | 43 | 0 | 1366 |
| RAF Coningsby | 2186 | 44 | 0 | 2230 |
| RAF Lossiemouth | 2045 | 94 | 0 | 2139 |
| RAF Honington | 760 | 59 | 136 | 955 |
| RAF Odiham | 1641 | 11 | 0 | 1652 |
| DSAE Cosford | 735 | 73 | 1011 | 1819 |
| RAF Leeming | 1304 | 66 | 0 | 1370 |
| RAF Benson | 1156 | 18 | 0 | 1174 |
| RAF High Wycombe | 1537 | 135 | 0 | 1672 |
| RAFC Cranwell | 1053 | 101 | 315 | 1469 |
| RAF Halton | 437 | 30 | 688 | 1155 |
| RAF Wittering | 989 | 65 | 0 | 1054 |
| RAF Northolt | 650 | 19 | 2 | 671 |
| RAF Boulmer | 593 | 21 | 28 | 642 |
| Abbey Wood | 447 | 19 | 0 | 466 |
| RAF Shawbury | 291 | 36 | 134 | 461 |
| RAF St Athan | 66 | 36 | 138 | 240 |
| RAF Scampton (closes Mar 23) | 157 | 15 | 0 | 172 |
| JSSU (Digby) | 408 | 29 | 9 | 446 |
| RAF Wyton | 434 | 9 | 0 | 443 |
| RAF Valley | 225 | 20 | 52 | 297 |
| MOD Boscombe Down | 202 | 8 | 0 | 210 |
| AFCO (parented by RAFC Cranwell | 169 | 33 | 0 | 202 |
| RAF Henlow | 152 | 8 | 0 | 160 |
| MOD Stafford | 202 | 0 | 0 | 202 |
| MOD Corsham | 187 | 5 | 0 | 192 |
| RAF St Mawgan | 114 | 33 | 0 | 147 |
| LATCC (Mil) Swanwick | 172 | 3 | 0 | 175 |
| Southwick Park | 59 | 0 | 66 | 125 |
| RAF Fylingdales | 64 | 3 | 0 | 67 |
| Worthy Down | 121 | 0 | 36 | 157 |
| RAF Spadeadam | 64 | 11 | 75 | 150 |
| DMRC Stanford Hall | 59 | 1 | 0 | 60 |
| **Totals** | 26,452 | 1,251 | 2,726 | 30,429 |

in addition to Regular and FTRS personnel there are 4,081 Volunteer reserve personnel.

**SECTION 5 – Personal Support and Social Work Service (RAF) – Key Performance Indicators (KPIs)**

1. The KPIs for this contract focus on the core non-statutory service provision. Each KPI and supporting PI is designed to identify contractual performance in relation to one or more of the following:

a. Governance and Assurance;

b. Management Information;

c. Management of Referrals;

d. Request for Reports;

e. Support to RAF Activities;

f. Promote Contractor Service; and,

g. Service Evaluation

2. The Contractor shall develop a QA process which enables the Authority to determine with a high degree of confidence that the contract deliverables are being met. The QA process shall also provide feedback on performance to the Contractor, thereby promoting learning and service improvement. The contractor shall implement a quality assurance framework that:

1. Identifies good practice standards for each of the service areas;
2. Ensures review and scrutiny of performance against standards by senior management at bi-monthly, six-monthly and annual intervals;
3. Facilitates the Authority’s involvement within the quality assurance framework; and,
4. Provides reports to the Authority that:

(1) reflect the themes and trends behind statistical information and data;

(2) explain why a particular KPI has not been fully achieved (i.e. is below the required percentage); and,

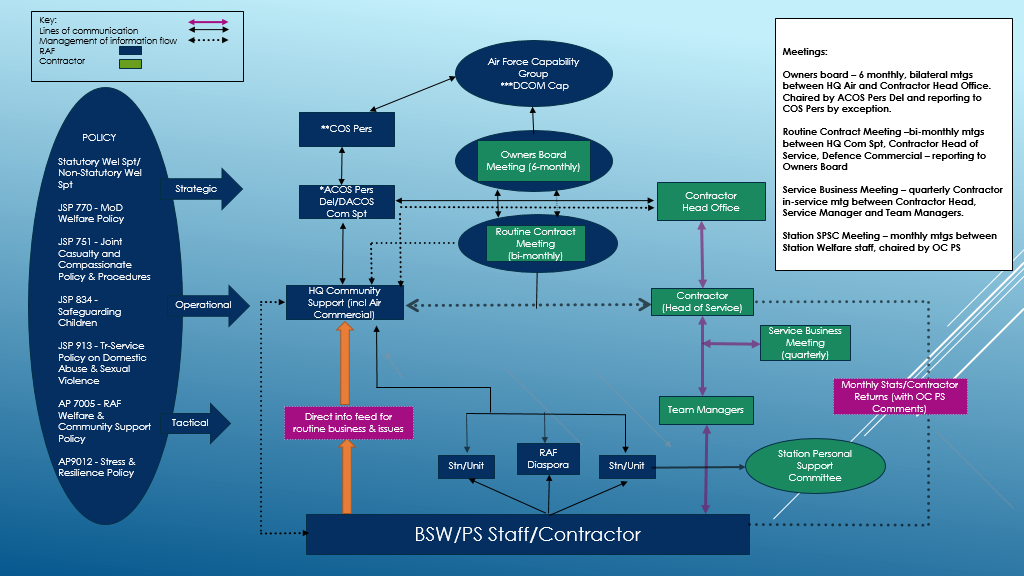
(3) facilitates consensus about what immediate actions are necessary to deliver improvements.

3. The Contractor shall provide management information as agreed with the Authority. In addition, the Contractor shall develop and provide such additional Management Information as is necessary to demonstrate compliance with the KPIs. The Authority shall consult with the Contractor and agree in detail, how KPIs are to be refined and how QA requirements are to be achieved. The Contractor shall work with the Authority continuously during the contract lifetime repeating the cycle of KPI refinement, with initiatives from both parties, that takes account of learning from experience and ensures that the social work service is consistently fit for purpose and represents good value for money.

**Performance Indicators – Personal Support and Social Work Service (RAF)**

| Serial | Activity/Service Provision | Indicator Description | Target | Frequency | Comments |
| --- | --- | --- | --- | --- | --- |
| 1 | **Governance and Assurance** | a. Owners Board – 6-monthly Owners Board Meeting Attendance | 100% | 6 Monthly |  |
| b. Routine Contract – 2-monthly contract monitoring attendance by HoS and/or Service Manager | 100% | 6 Monthly |  |
| c. Station Personal Support Committee (SPSC) – Monthly attendance at the SPSC chaired by station OC Service Discipline & Personal Support (OC SD&PS) | 95% | Quarterly |  |
| d. Staff Qualification – Check of staff training activities against contractor qualifications to ensure currencies remain valid. | 100% | Annually |  |
| 2 | **Provision of Management Information** | a. Station Reporting – Stats form is completed on a monthly basis on the 1st working day of the following month that the form should be completed | 95% | Quarterly | To be discussed by OC SD&PS by 3rd working day of month |
| b. Routine Contract – The provision of reports on referrals and staffing to support routine contract meetings | >95% | 6 Monthly |  |
| c. On Request – Support Authority requests for information and statistical data to respond to:  (i) Parliamentary Questions and Ministerial Correspondence (within 24 hrs of request)  (ii) VIP pre and post stn visit activity (within 48 hrs of request)  (iii) Normal management activity  (within 5 working days of request) | >90% | 6 monthly |  |
| d. Welfare Supervision – The provision of reports on welfare supervision activities, active cases and non-attendance to support routine contract meetings | 95% | 6 monthly |  |
| e. Information held about Service users must be managed in accordance with the Data Protection Act 2018. Request for access to personal information should be made available within one month of receipt of a request. | 100% | Annually | GDPR states that the response time for a subject access request is one month; as per the ICO website |
| 3 | **Management of Referrals** | a. Referrals will be acknowledged within 2 working days of receipt | >95% | Quarterly |  |
| b. An interview is conducted within 5 working days of receipt of an initial referral | >95% | Quarterly |  |
| c. Safeguarding – Referrals are made to the appropriate statutory body in cases where there is concern for the safety and wellbeing of children or adults. | 100% | 6 Monthly |  |
| d. Domestic Abuse – Follow procedures that recognise the importance of concurrent multi-agency activity and cooperation. Appropriate engagement with mechanisms including:   * Multi-Agency Risk Assessment Conferences (MARACs). * Attendance and participation in relevant Domestic Abuse Forums which are used to promote co-ordination between agencies in preventing and responding to abusive behaviour and to encourage the development of services. | 100% | 6 Monthly | Utilisation of JSP 913 as guidance plus attendance at 6 monthly RAF Domestic Abuse Working Group meetings |
| 4 | **Requests for Reports** | a. Requests for Preferential Treatment or Home Circumstances Report from station Personnel Staffs to be acknowledged within 2 working days and interview arranged within a further 5 working days subject to service user commitments. | >95% | 6 Monthly |  |
| b. Summary Justice Reports are to be provided by a given date provided that a minimum of 5 working days’ notice has been given by the requesting unit. | >95% | 6 Monthly |  |
| c. Long Term Sickness Absence Management (pre-visit) – Station/unit Referrals to be formally acknowledged within 2 working days and home visit (or phone contact) arranged within a further 5 working days subject to service user commitments. | >95% | 6 Monthly | Management action in accordance with RAF Long Term Sickness Policy. |
| d. Long Term Sickness Absence Management (post visit) – Post visit responsibilities:   * Station Personnel Staff to be notified once home visit and/or contact completed. * 6-8 weeks follow up call to be recorded on contact sheet. | >95% | 6 Monthly |  |
| 5 | **Support to RAF Activities** | a. Service Provision – Ensuring that welfare support is readily available and easily accessible to Service user. | 100% | Quarterly |  |
| b. Stn Arrivals Brief – local Contractor staff will attend station level arrivals briefs as required locally. | 90% | 6 Monthly | Information on welfare provision to be briefed by proxy in there is no fieldworker attendance. |
| c. Training Support – Support to stn and HQ Air Com Spt training activities and initiatives, to include:   * CNO/VO * HR Welfare Professionals Course * PFA Course * Domestic Abuse Awareness | 90% | 6 Monthly |  |
| d. Staffing – Develop and review an innovative staffing structure to meet the changing needs of the RAF Community and support operational effectiveness, retention and family stability. | 100% | 6 Monthly |  |
| 6 | **Promote Contractor Service** | a. Communication Strategy – The Communication Plan is reviewed and published annually. | 100% | Annually |  |
| b. Contacts – Contractor contact details are accurate and available to HQ Air Com Spt and station Personnel Staffs | 100% | Quarterly |  |
| c. Duty Staff – Duty staff details are accurate and available to Station Personnel Staffs:   * Out of hours rota * Week Duty Manager rota | >90% | Quarterly |  |
| d. General information about Contractor service provision and how to access them to be widely available across RAF stations and to the wider diaspora. As a minimum, publicity should be available in RAF HIVEs, Community Centres, Medical Centres, Contact Houses, online and in welfare facilities used by trainees on Phase 1 and Phase 2 training establishments. | >80% | 6 Monthly |  |
|  |  | e. A range of relevant promotional material to be made available about specific services; to include:   * Adoption * Fostering * Domestic Abuse * As agreed by the Authority | >80% | 6 Monthly |  |
| 7 | **Service Evaluation** | a. User Feedback – Encouraged feedback about the Contractor services that users receive:   * User Evaluation Form to be provided within 5 working days of case closure. | >90% | 6 Monthly |  |
| b. Complaint Handling – All complaints are to be taken seriously and handled in accordance with Contractor complaints procedure. | >95% |  | For the purpose of the Contract, a complaint is defined as ‘any expression of dissatisfaction, which needs a response’. |

**SECTION 6 – Personal Support and Social Work Service (RAF) – Governance and Assurance**



**Annex A**

**STATION CONSULTATIONS – REFERALS – LONG TERM SICK - 2019/20/21**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Station** | **2019** | | | **2020** | | | **2021** | | |
| ***Consultations*** | ***Referrals*** | ***LTS*** | ***Consultations*** | ***Referrals*** | ***LTS*** | ***Consultations*** | ***Referrals*** | ***LTS*** |
| JSU Corsham | 22 | 5 | 6 | 20 | 10 | 5 | 26 | 13 | 1 |
| MOD Abbey Wood | 35 | 6 | 3 | 64 | 15 | 1 | 81 | 21 | 10 |
| MOD Main Building | 11 | 5 | 0 | 14 | 4 | 0 | 9 | 2 | 0 |
| MOD St. Athan | 35 | 12 | 1 | 43 | 10 | 0 | 41 | 14 | 0 |
| MOD Stafford | 10 | 7 | 1 | 21 | 8 | 0 | 20 | 9 | 2 |
| Other Units | 173 | 37 | 10 | 181 | 38 | 6 | 231 | 71 | 7 |
| RAF Benson | 161 | 36 | 18 | 158 | 31 | 17 | 129 | 25 | 13 |
| RAF Boscombe Down | 13 | 11 | 1 | 9 | 1 | 2 | 16 | 5 | 4 |
| RAF Boulmer | 70 | 49 | 5 | 102 | 34 | 6 | 109 | 38 | 5 |
| RAF Brize Norton | 281 | 58 | 54 | 271 | 67 | 34 | 313 | 112 | 21 |
| RAF Coningsby | 229 | 59 | 28 | 272 | 53 | 22 | 296 | 93 | 31 |
| RAF Cosford | 161 | 106 | 38 | 162 | 61 | 38 | 133 | 53 | 28 |
| RAF Cranwell | 154 | 36 | 0 | 140 | 21 | 2 | 108 | 53 | 5 |
| RAF Digby | 59 | 24 | 8 | 51 | 11 | 16 | 48 | 19 | 8 |
| RAF Halton | 45 | 23 | 20 | 51 | 16 | 18 | 52 | 16 | 31 |
| RAF Henlow | 8 | 10 | 3 | 11 | 10 | 2 | 12 | 4 | 1 |
| RAF High Wycombe | 135 | 31 | 13 | 98 | 39 | 9 | 120 | 33 | 9 |
| RAF Honington | 62 | 45 | 0 | 78 | 38 | 17 | 73 | 29 | 15 |
| RAF Leeming | 159 | 159 | 21 | 179 | 89 | 4 | 183 | 113 | 31 |
| RAF Lossiemouth | 198 | 101 | 8 | 214 | 76 | 18 | 208 | 77 | 3 |
| RAF Marham | 125 | 106 | 6 | 159 | 64 | 8 | 191 | 91 | 9 |
| RAF Northolt | 64 | 18 | 11 | 76 | 32 | 9 | 66 | 17 | 11 |
| RAF Odiham | 108 | 39 | 9 | 103 | 32 | 19 | 110 | 22 | 12 |
| RAF Scampton | 30 | 4 | 9 | 29 | 2 | 6 | 25 | 5 | 1 |
| RAF Shawbury | 57 | 53 | 7 | 99 | 50 | 7 | 89 | 53 | 4 |
| RAF Spadeadam | 9 | 6 | 0 | 10 | 4 | 1 | 13 | 10 | 0 |
| RAF St Mawgan | 87 | 25 | 5 | 103 | 21 | 3 | 76 | 30 | 1 |
| RAF Swanwick | 9 | 3 | 1 | 9 | 2 | 2 | 5 | 0 | 1 |
| RAF Valley | 38 | 18 | 0 | 36 | 10 | 6 | 19 | 10 | 6 |
| RAF Waddington | 214 | 66 | 52 | 245 | 59 | 39 | 216 | 83 | 46 |
| RAF Wittering | 177 | 87 | 18 | 151 | 58 | 6 | 133 | 53 | 17 |
| RAF Wyton | 25 | 37 | 28 | 44 | 19 | 15 | 39 | 13 | 22 |
| **TOTAL** | **2964** | **1282** | **384** | **3203** | **985** | **338** | **3190** | **1187** | **355** |
| **Yearly Total** | **4630** | | | **4526** | | | **4732** | | |

**Annex B**

1. The Authority refers to HQ Air Command as the client or owner of the PS&SWS Contract on behalf of the MOD. [↑](#footnote-ref-2)
2. in addition to Regular and FTRS personnel there are 4,081 Volunteer reserve personnel. [↑](#footnote-ref-3)