

**CAREER TRANSITION PARTNERSHIP (CTP) CONTRACT RE-LET –
THE PROVISION OF AN ARMED FORCES RESETTLEMENT
SERVICE**

SCHEDULE 2

SERVICES DESCRIPTION

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SERVICES DESCRIPTION

1. INTRODUCTION

1.1 Background to the MOD's Career Transition Partnership

1.1.1 The resettlement and employment support of Service Leavers represents a moral obligation from HM Armed Forces to every individual who has volunteered for full-time service. The decision to serve in the military provides the volunteer with a range of experiences, training, skills, and an identity that are rarely available in civilian careers. Therefore, when a Service person's military career comes to an end, a comprehensive resettlement policy with employment support exists to smooth their transition into civilian life.

1.1.2 The Career Transition Partnership (CTP) is a strategic collaboration between the Authority and the private sector to deliver the Authority's resettlement programme. For the past 20 years the CTP has been highly successful in providing transition support to over 250,000 Service Leavers across all ranks and all three Services (Royal Navy, Army, and Royal Air Force). Around 9,500 to 13,500 Service personnel receive transition support every year.

1.1.3 Redacted

1.1.4 The Authority will build on this excellent foundation to achieve measurably improved outcomes for Service Leavers throughout the new Contract term, improving the Services for Service Leavers year-on-year, and achieving better value for money for the taxpayer.

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1.1.8 For details of Service Leaver throughput by cohort and the Resettlement Centre they attended, please see the table and bar chart at Annex B to this Schedule.

1.2 Strategic impact

1.2.1 The CTP contributes directly to UK Government social and economic strategic objectives by ensuring that personnel leaving the Armed Forces become economically active net contributors to civil society.

1.2.2 The CTP achieves strategic benefits for the Authority, supporting high-level MOD objectives for personnel and training, while improving:

1.2.2.1 Recruitment and retention through the recognition that a high-quality transition to a civilian career is part of the offer and reward for Armed Forces service; and

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1.2.2.2 The reputation of the Armed Forces both as an employer and subsequently, as a supplier of capable and well-trained individuals to the civilian employment market and employers.

1.3 How the CTP works

1.3.1 The Defence Resettlement Policy for UK Armed Services personnel is defined by **Tri-service Resettlement Manual JSP 534** ([Tri-service resettlement manual \(JSP 534\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/342421/JSP_534.pdf)). JSP 534 is the authoritative document for resettlement and employment support policy and procedures. It comprises Part 1 (Directive) which explains how the CTP operates, and Part 2 (Guidance) which helps Service Leavers to understand CTP processes and how they go about accessing the Service. A “Service Leaver” means those post-discharge. The Authority’s Resettlement Policy is underpinned by clear principles:

- To provide all Armed Forces personnel with access to timely and accurate resettlement information and advice
- To provide Service Leavers with access to resettlement provision and allowances based on best practice, which meets individual needs
- To provide resettlement assistance to all Service Leavers on a graduated basis, both in terms of provision and time available, according to their length of service
- To provide contracted resettlement services, which include advice, workshops, training, and job finding, which are flexible, responsive, and effective so that they meet the individual needs of Service personnel, both in terms of accessibility and content. Where these meet the appropriate training outcomes, they are considered as courses of first choice
- To ensure that appropriate resettlement activities receive quality assurance and attract the minimum Travel and Subsistence (T&S) expenditure necessary

The Supplier acknowledges and adheres to the core principles of the Tri-service resettlement manual JSP 534 ([www.gov.uk](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/342421/JSP_534.pdf)) in delivering the Services.

1.3.2 Service personnel leave the Armed Forces under a range of circumstances and the CTP recognises varying needs and their different individual aspirations. The greater the length of service the greater the provision of resettlement and employment support. However, the Authority also recognises the impact of being Medically Discharged – and leaving early in an individual’s service – and specific support exists for these more vulnerable Service Leavers.

1.3.3 The CTP provides a fully integrated service and CTP support is available for all eligible Service Personnel (eligibility as defined in JSP 534) regardless of time served or their reason for leaving. The four targeted support programmes that CTP offers through the integrated Service are:

Core Resettlement Programme (CRP)	Available to those who have served more than six years and all medical discharges (regardless of time served)
Employment Support Programme (ESP)	Available to those who have served between four and six years

Future Horizons (CTP FH)	Available to Early Service Leavers (ESLs), i.e., those who leave before the four-year point
Specialist Support Programme (CTP Assist)	The Specialist Support Programme (SSP) delivers the CTP Assist resettlement pathway to support Wounded, Injured, and Sick (WIS) personnel to achieve a sustainable and fulfilling career, regardless of time served

Entitlement to these four targeted support programmes is described at 1.6.4, below.

1.4 Wider Preparation for Civilian Life

- 1.4.1 The CTP Service assists all Service Leavers with wider preparations for civilian life, including help for Service Leavers who do not wish to find employment (e.g., those planning to retire or those seeking full time education). This wider preparation includes briefings on the financial and housing¹ aspects of resettlement, including the different services and eligibility rules prevailing in the Devolved Nations (Scotland, Wales, and Northern Ireland).

1.5 Service Leavers' Freedom of Choice

- 1.5.1 The CTP is the official provider of resettlement employment support Services to Service Leavers. When a Service Leaver is choosing which Services to access and how, the Authority's governing principle is "CTP first": Service Leavers are required first to consider the options available to them through the CTP, for example, training courses, before seeking options externally (outside the CTP's Service provision). In the case of external training, this is only available to a Service Leaver if the same training is not available through the CTP, and they have the Authority's formal approval to proceed.
- 1.5.2 The Supplier establishes their credibility in the eyes of the Authority and Service Leavers. The Supplier builds on that credibility to encourage all eligible Service Leavers to take advantage of the Services provided under the Contract.
- 1.5.3 Service Leavers have the freedom to choose which elements (if any) they access from the CTP's offering. Equally, Service Leavers may attend training provided, or facilitated by, the Supplier, as defined in Section 5, without taking advantage of any other Services.
- 1.5.4 Notwithstanding this freedom of choice, all Service Leavers are entitled to their appropriate level of support under the Contract.

1.6 Eligibility of Service Leavers for Services Provided

- 1.6.1 Service Leavers are entitled to receive the Services under this Contract that meet their transition needs and support their individual Personal Resettlement Plans (PRPs). Eligibility as defined in paragraph 1.6.4, below.

¹ A Service Leaver with a long duration of service in the Armed Forces may never have had to consider accessing public housing or finding either privately rented or owned accommodation for themselves or their family.

1.6.2 The Service Leaver population in general is grouped into the following four Military rank categories:

- Senior Officers: full Colonel/equivalent and above
- Other Commissioned Officers
- Warrant Officers and Senior Non-commissioned Officers (NCOs)
- Junior NCOs and Other Ranks

1.6.3 The boundaries between these rank categories are not strictly observed. The overarching principle for grouping of Service Leavers in all activities must be to best accommodate the range of experience, maturity, aspirations, and type of employment sought by the individuals involved. The Supplier decides the group composition on a case-by-case basis; where there is doubt, the Supplier consults with the Authority.

1.6.4 Entitlement to the Services provided by the Supplier is driven by the nature of a Service Leaver's discharge and the time remaining to complete the appropriate elements of the resettlement programme before their transition to civilian life². Eligibility is calculated by the Authority in accordance with JSP 534. In summary, Service Leavers fall into four cohorts in respect of the support provided to them under the CTP Service:

- **Core Resettlement Programme** – Service Leavers who complete a minimum of six years' Service (inclusive of individuals serving over six years and leaving under compulsory discharge) are entitled to Core Resettlement support and may receive the full range of Services, as defined in Sections 4 to 6 of this Services Description (Schedule 2). Eligibility is calculated by the Authority in accordance with JSP 534.

Current entitlement under JSP 534 covers:

Career Transition Workshop (3 days)
CTP Training Courses
Career Consultant Support
CTP Job Finding Portal
CTP Employment Fairs & Events
CTP Online Resources
Work/Training Attachments
Service Resettlement Adviser (SRA) Interview
Graduated Resettlement Time (GRT) – up to 35 days
Up to seven Travel Warrants
Finance Brief

² The Supplier is not required to determine eligibility – see 3.4.1.

Individual Resettlement Training Costs (IRTC) Grant
Housing Brief
Enhanced Learning Credit Administration Service (ELCAS) & Standard Learning Credit (SLC) Funding

- **Employment Support Programme** – Service Leavers who complete a minimum of four years' Service commitment (inclusive of individuals serving between four and six years and leaving under compulsory discharge) are entitled to the job finding Service, as defined in Section 6 of this Services Description and those elements of Section 4 that directly support job finding activity. Eligibility is calculated by the Authority in accordance with JSP 534

Current entitlement under JSP 534 covers:

Job Skills Workshop (1 Day)
CTP Training Courses (Standby or Self-Funded)
Career Consultant Support
CTP Job Finding Portal
CTP Online Resources
Service Resettlement Adviser (SRA) Interview
Standard Learning Credit (SLC) Funding
Finance Brief
Housing Brief

- **Early Service Leaver Programme (CTP Future Horizons)** – Service Leavers who complete less than four years' Service commitment (including individuals serving less than four years and leaving under compulsory discharge) are entitled to the support described in Section 7 of this Schedule 2. Eligibility is calculated by the Authority in accordance with JSP 534.

Current entitlement under JSP 534 covers:

CTP Future Horizons Interview
CTP Employment Advisor Support
CTP Job Finding Portal
CTP Employment Fairs & Events
CTP Online Resources

Unit ESL Resettlement Brief
Standard Learning Credit (SLC) Funding
Finance Brief
Housing Brief

- **Specialist Support Programme (CTP Assist)** – Service Leavers whose careers are unexpectedly curtailed by Wounding, Injury, or Sickness (WIS) and other Service Leavers who face significant additional challenges with transition to a civilian career are all referred to the Specialist Support Programme by their Chain of Command. Service Leavers who are Medically Discharged (regardless of length of Service or compulsory discharge), and deemed by their individual Services (Royal Navy, Army, or Royal Air Force) to require additional support, receive elements of the Core Resettlement Programme above, plus the Services as described in Section 8 of this Schedule. Eligibility shall be calculated as at date of discharge, but WIS personnel can access the CTP Services earlier in their military career than other Service Leavers (see paragraph 8.1.4). Eligibility is calculated by the Authority in accordance with JSP 534.

Current entitlement under JSP 534 covers:

Career Transition Workshop (10 days)
CTP Training Courses
Career Consultant Support
CTP Job Finding Portal
CTP Employment Fairs & Events
CTP Online Resources
Extended Work Attachments
Service Resettlement Adviser (SRA) Interview
Graduated Resettlement Time (GRT) – up to 35 days
Up to seven Travel Warrants
Finance Brief
Individual Resettlement Training Costs (IRTC) Grant
Housing Brief
Enhanced Learning Credit Administration Service (ELCAS) & Standard Learning Credit (SLC) Funding



- 1.6.5 It is important to note that while these four cohorts of Service Leavers are distinguished by policy entitlement and their specific needs, all Service Leavers are supported by a single integrated Service that shall be provided and managed by the Supplier.

1.7 Overview of Services to be provided

- 1.7.1 The aim of the resettlement services provided under the CTP is to improve the capability of the individual Service Leaver to make a successful transition to sustainable civilian employment and to build their resilience to develop their own career once transition support ends (two years post-discharge). The Services provided by the Supplier shall nurture a Service Leaver's capability to analyse and plan their career transition and acquire new knowledge and skills in a structured way, as well as direct job finding guidance and personal support.
- 1.7.2 The Supplier shall provide the Services under the Contract which are available to Service Leavers up to two years ahead of their discharge date³. The Services shall enable adequate planning and preparation for Service Leavers' transition and is available for two years following their discharge date to ensure their transition support is successfully sustained post discharge.
- 1.7.3 The Services are provided to Service Leavers in all regions of the UK and all the Devolved Nations (see 3.4.2 below and Annex A of this Schedule).
- 1.7.4 From time to time, and subject to reasonable notice from the Authority, the Supplier is required to deploy staff to overseas locations. Overseas locations would not include Deployed Operations. Recent examples of overseas locations where CTP staff have been asked to deliver resettlement workshops are Gibraltar and Cyprus. Travel & Subsistence costs for such an arrangement will be paid for by the Authority, subject to the Authority's policy on Travel & Subsistence.

³ As advised by the Authority – see 3.4.1.

2. CONTRACT MANAGEMENT AND INTERFACE ARRANGEMENTS

2.1 Introduction

- 2.1.1 The Authority implements MOD-mandated Contract Management policy for this Contract. The aim of contract management is to ensure that all parties to the Contract are delivering against their obligations, so that ultimately the Contract outputs are delivered without unnecessary difficulties or delays.
- 2.1.2 The main vehicle for implementing this policy is the Contract Management Plan (CMP). The CMP brings together and details all the arrangements for managing the Contract, with reference to the Supplier's Outline and Detailed Implementations Plans (Contract Schedule 13) and is used as a handbook for management of the Contract.
- 2.1.3 The CMP uses the Authority's CMP template and any amendments proposed by the Supplier are subject to agreement by the Authority before the Operational Services Commencement Date of the Contract (Full Operational Capability). The CMP may be further developed during the first year of the Contract (the Transition Year) subject to agreement by the Authority. The CMP is incorporated into the Contract by reference. The Authority's template for the CMP will be issued as part of the Invitation to Negotiate (ITN) document pack.
- 2.1.4 Three core areas are covered in the CMP:
- Managing Performance and Service Delivery – those activities employed to ensure that the Supplier performs to the standard required and delivers what is contracted on time and to budget
 - Contract Administration – all the tasks involved in keeping accurate records as required by Schedule 24, for example performance, payments, and formal changes to the Contract made under the Change Control Procedure
 - Managing Relationships – the activities needed to create and maintain effective behaviours and relationships
- 2.1.5 The CMP contains a step-through process on how the Contract will be managed with reference to the Contract documentation. The CMP also contains sections covering:
- Compliance / Obligations Matrix: with named responsible owners, compliance requirements, and Contract closure actions
 - Contract operation including change management
 - Contract transition
 - Organisation and Governance structures and frameworks, including delegated authority, key stakeholders, clearly defined roles and responsibilities, and terms of reference for boards, forums, and contract review meetings
 - Master contract configuration control
 - Performance principles and measures
 - Performance improvement
 - Communication protocols
 - Risk management
 - Contingency planning
 - Financial aspects
 - Dispute resolution
 - Knowledge Management and Learning from Experience (LFE)
- 2.1.6 The CMP is a live document. Joint Authority and Supplier assurance reviews of the CMP take place at least twice per Contract year, although good practice

sees updates to the CMP as soon as changes to the operation of the Contract are made (contractual, personnel, or operational). Day to day responsibility for the CMP rests with the Authority's non-commercial Contract Manager, the AHd TESRR-Resettlement⁴.

- 2.1.7 The non-commercial Contract Manager represents the Authority in the operation of the Contract and leads on all aspects of Contract management, resettlement policy, financial control, and quality control except where the Delegation of Authority of a Commercial Officer is required, in which case the non-commercial Contract Manager shall defer to the Authority's Commercial Officer with responsibility for the contract.
- 2.1.8 The Contract's Core Terms (Clause 5.5) require the Supplier to adopt collaborative working principles, both with the Authority and with Other Suppliers. These Contract principles support and complement the emphasis of the Authority's contract management policy on collaborative working relationships.
- 2.1.9 The Parties acknowledge that managing the CTP Contract successfully depends on strong working relationships that are built on open and honest communications, enabling the parties to problem solve and focus on delivery. The Parties shall build a positive relationship with the aim of developing meaningful collaboration over the Contract term that results in improved outcomes for Service Leavers and improved Value for Money.
- 2.1.10 The Parties acknowledge that a good working relationship, establishing and sustaining the right culture and associated collaborative behaviours from the outset is critical to the success of the Contract. Strong commitment from the Supplier to develop a co-operative approach is required to maintain clarity of purpose, joint problem solving, openness and flexibility.
- 2.1.11 The MOD promotes collaborative working and aligns contract management with ISO 44001:2017 - Collaborative Business Relationship Management and its updates over time. The Supplier accepts that the standard (and all subsequent revisions of the standard published during the Contract term) applies to this Contract and shall use all reasonable endeavours to pursue close cooperation with the Authority and promote a collaborative working approach at all times.
- 2.1.12 The senior management teams of both Parties shall play an important role in realising collaborative working. The purpose is to demonstrate leadership and commitment by integrating collaborative relationship management into each party's overall strategy for delivery of the CTP requirements. The Supplier shall work with the Authority to build the relationships, processes, and structures required to establish Collaborative Working as a fundamental principal of the Contract.
- 2.1.13 The senior management teams of both Parties shall be actively involved in contract management governance as required by the Contract Management Plan and in the establishment of the collaborative working relationship.

⁴ The Assistant Head of the Training, Education, Recruiting and Resettlement Division of the Authority, with direct responsibility for resettlement policy and governance of the CTP Contract.

2.2 **Functional Specification**

2.2.1 The Supplier shall provide the Authority with a final **Contract Management Plan** (CMP) to be submitted to the Authority at the latest within 20 working days of the Contract Effective Date. The CMP will be incorporated into the Supplier's Detailed Implementation Plan as an annex.

2.2.2 With reference to Clause 5.5 of the Contract's Core Terms, the Supplier shall adopt the following collaborative working principles:

- proactively leading on, mitigating, and contributing to the resolution of problems or issues irrespective of its contractual obligations, acting in accordance with the principle of "fix first, settle later"
- being open, transparent, and responsive in sharing relevant and accurate information with the Authority and with Other Suppliers
- where reasonable, adopting common working practices, terminology, standards, and technology and a collaborative approach to service development and resourcing with Other Suppliers
- providing reasonable cooperation, support, information, and assistance to such Other Suppliers in a proactive, transparent, and open way and in a spirit of trust and mutual confidence
- identifying, implementing, and capitalising on opportunities to improve deliverables and deliver better solutions and performance throughout the relationship lifecycle

2.2.3 As part of building collaborative working relationships with the Authority, the Supplier shall interface directly with AHd TESRR-Resettlement, Other Suppliers, and key Authority stakeholders, including:

2.2.3.1 The single Services (particularly their Service Resettlement Advisers⁵, related administrative staff, and Transition staff) on a central and regional basis, and liaison with the single Service's Resettlement Desk Leads, on behalf of the Service Directors of Education (SDEs). Operational links with single Services (Royal Navy, Army, and Royal Air Force) include mutual access to and exchange of information between the Supplier and Service Resettlement Advisers (SRAs), both on matters of regional procedures and on matters which involve individual Service Leavers.

2.2.3.2 Ex-Services charities, welfare organisations, and other organisations which provide services that contribute to Service Leavers' resettlement needs, both pre- and post-discharge, during the resettlement phase.

2.2.3.3 Employers and employer organisations open to recruiting Service Leavers. Links with employers open to recruiting Service Leavers will be on an international, national, and regional basis.

2.2.3.4 The Authority's Defence Relationship Management (DRM) team which aims to improve links between employers, employer organisations, and Defence.

2.2.3.5 The Department of Work and Pensions (DWP), Skills Funding Agency, National Training Organisations, and other public bodies, including

⁵ Service Resettlement Advisers (SRAs) provide resettlement advice to ensure that individual Service Leavers are fully aware of the resettlement support to which they are entitled and to assist the Service Leaver in initially determining the type of resettlement package that is most appropriate for them.

within the Devolved Nations, which are able and willing to support and supplement resettlement activities at no additional cost to Service Leavers, the Authority, or the Supplier.

2.2.3.6 The Joint Service Housing Advice Office: provides briefings to Service personnel on the range of housing options available to them once they leave the Armed Forces.

2.2.3.7 Pensions Advisors (with relevant knowledge and experience of military pensions) and Independent Financial Advisors: provide briefings to Service personnel on the financial aspects of resettlement and retirement.

2.2.3.8 Reserve Forces at regional and local levels so that Careers Consultants keep abreast of opportunities for Service Leavers who want to continue using their skills in a Defence context in the location where they settle post-discharge.

2.2.4 Prior to Contract signing, the Supplier shall provide a draft Quality Management Plan (QMP) to the level of detail set out in Section B, Clause 6.3 of this Contract. The QMP includes the Supplier's proposals for remedial actions if an aspect of the Service provision is deteriorating. The draft QMP also includes proposals for monitoring and ensuring the quality of courses, training, and successful outcomes for Service Leavers.

2.2.5 The full QMP is required alongside the Detailed Implementation Plan (DIP), as all deliverables in the DIP must be designed to comply with the QMP. The DIP and final draft QMP shall be submitted to the Authority at the latest within 20 working days of the Contract Effective Date.

2.2.6 The Supplier provides a Security Management Plan to the level of detail set out in Contract Schedule 5 (Security Management) paragraph 4. The Security Management Plan (SMP) shall be submitted to the Authority at the latest within 20 working days following the Contract Effective Date. The SMP will be incorporated into the Supplier's Detailed Implementation Plan (DIP) as an annex.

2.2.7 The Supplier produces a tested Information Security Management System by the date agreed in the Detailed Implementation Plan. Details of the Information Security Management System are incorporated into the Supplier's Detailed Implementation Plan.

2.2.8 The Supplier shall, no later than eight (8) weeks prior to the Operational Commencement Date (post-Transition Period, Full Operational Capability) and without charge to the Authority, make information about this Contract available in accordance with the requirements outlined in Schedule 24 (Reports and Records Provision). The Supplier shall create an electronic storage environment for all the data required to operate the Services, and to transfer at the end of the contract in digital form to another Supplier (or back to the Authority). This data will include the data that the Supplier is using to deliver services day-to-day. A full list of records the Supplier shall upload to the electronic storage environment is found in Schedule 24 Annex 3.

2.3 Notes to Contract Management and Interface Arrangements

2.3.1 The interface with military charities is strongly collaborative in the delivery of the Specialist Support Services described in Section 8 of this Services Description.

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The military charities, who are an integral part of the current Recovery Career Services, deliver much of the functionality required and continuing to do so accords with their charitable articles and is consistent with the long-standing tradition of Service charities contributing toward the welfare of the Armed Forces.

- 2.3.2 Completeness of the electronic dataset required by Schedule 24 (Reports and Records Provision) is monitored as a Subsidiary Performance Indicator (SPI) under Schedule 3 (Performance).

3. MANAGED DELIVERY OF THE SERVICE

3.1 Introduction

- 3.1.1 The Supplier shall manage and co-ordinate the Services to provide a coherent, sufficiently resourced, and fully integrated programme of support and guidance to the Service Leavers who are eligible for the CTP Service each year, taking full account of each individual Service Leaver's needs and aspirations, availability, and eligibility. The Supplier shall ensure a coordinated delivery across all elements of the Service (as specified in this Services Description), together with appropriately integrated management of these Service elements, as a specific requirement of this Contract.

3.2 Functional Specification

- 3.2.1 The Supplier shall provide sufficient and suitably qualified resources to ensure that, on notification of a new registration for the CTP Service, the Supplier contacts the Service Leaver **within five working days** to initiate access to the Services, noting that the pace at which the Service Leaver undertakes subsequent activities will be determined by their individual circumstances,⁶ including any operational duty overseas.
- 3.2.2 The Supplier shall ensure that the integrated Service is provided to all eligible Service Leavers during their resettlement phase (the four cohorts of Service Leavers as described at paragraph 1.6.4, above). All eligible Service Leavers receive unlimited face-to-face contact with a career consultant, or equivalent, including remote access (either by telephone, email, or other means), with open access to documentary materials provided under the Services, either physically, electronically, or both.
- 3.2.3 The Supplier shall provide sufficient and suitably qualified resources and all necessary systems, infrastructure, and appropriate management arrangements, to:
- 3.2.3.1 Provide a coherent and integrated Service to the individual Service Leaver, encompassing all the appropriate Service elements as specified in Sections 4, 5, 6, 7, 8, and 10 of this Services Description (Schedule 2).
- 3.2.3.2 Actively and continuously market to all Service Leavers the resettlement Service available through the CTP Contract. Marketing of the Services available to Service Leavers includes the single Service chains of command (Royal Navy, Army, Royal Air Force) using appropriate communication channels, processes and media. Dissemination of

⁶ Note the specific circumstances of many Early Service Leavers (ESL) under 7.1. An ESL may be discharged with less than 5 working days' notice.

information to the single Services and Service Leavers is continuously available through the most appropriate choices of communications, media, and training methods, keeping in mind those Service Leavers that cannot access online resources or electronic media.

- 3.2.3.3 Meet the time constraints imposed by an individual Service Leaver's circumstances and/or operational commitments in effectively delivering the CTP Services to Service Leavers and ensure sufficient capacity to consistently meet their needs.
- 3.2.3.4 Enable all Service Leavers to obtain the facilities and information they require at the point and place of need and provide for the delivery of the Service within the time frame available to each Service Leaver, considering the geographical spread and location of Service Leavers, and the constraints placed upon the individual by virtue of operational and other requirements unique to Service in the Armed Forces.
- 3.2.3.5 Provide the Services on a regional basis across the United Kingdom and plan Service delivery accounting for the unique and diverse requirements of Service Leavers in the Devolved Nations and of those serving overseas.
- 3.2.3.6 Ensure that all Services are provided to Service Leavers, wherever possible, at or near to their base locations, minimising their travel and subsistence costs, and reducing the time that Service Leavers spend away from their place of work (see paragraph 3.4.3). This proximity to resettlement Services is considered reasonable and the Supplier will replicate this even if the available Authority premises are not adopted (see paragraph 3.4.2).
- 3.2.3.7 Tailor delivery of Services according to entitlement and category of Service Leaver, in accordance with the four cohorts of Service Leavers identified in paragraph 1.6.4. As part of that process, identify those vulnerable individuals requiring specialist support (see paragraph 3.4.4) and ensure they receive the focussed attention they need to make an effective transition to civilian life.
- 3.2.3.8 Monitor trends in the UK employment markets, adapt Contract-funded and non-Contract funded training services accordingly, and disseminate updated information on what is available to the different cohorts of Service Leavers. Disseminate information to Service Resettlement Advisers and ensure there is a shared and common basis for all information provided, building a consistent and coherent provision of Services to all Service Leavers. This information includes:
 - The full range of Services available under the Contract
 - Contract-funded and non-Contract funded training options available
 - Emerging and established trends in the employment market, both on a regional/Devolved Nation basis and across employment sectors
- 3.2.3.9 Maintain and operate a readily accessible Management Information System (MIS) which records registrations of Service Leavers for the Services provided, and details of actions taken for each individual Service Leaver following their registration. The MIS complies with all MOD requirements for data security and stores personal information

and Authority data in full compliance with UK GDPR and EU GDPR, with reference to Contract Schedule 31 (Processing Personal Data). The MIS maintained and operated by the Supplier:

- Operates in a data secure and UK GDPR and EU GDPR-compliant manner
- Indicates the type of Service for which the Service Leaver is registered (see paragraph 1.3)
- Indicates the status of each Service Leaver in terms of achievement against their Personal Resettlement Plan
- Provides collective and individual management information on all elements of provision of Services and enables detailed evaluation of the effectiveness of the Service
- Provides this management information to the Authority in formal monthly reports
- Operates to the ISO 27001:2013 protection of data standard for information security of MIS, ensuring procedures and processes are in place to ensure the security of data, the personnel supported by the Service, and of the Authority's data

3.2.4 The detail of the exact Management Information and reports required under the Contract will be agreed between the Authority and the Supplier during the Transition Period. Examples of data the Authority requires (*inter alia*) include:

- Analysis of customer satisfaction surveys
- Employment status at discharge and at six, twelve-, and twenty-four-months post-discharge, broken down by the category of service provided
- Take up of vocational training courses and workshops
- Vocational training courses pass rates
- Throughput statistics for:
 - Each Regional Resettlement Centre (RRC)
 - The Resettlement Training Centre (RTC in Aldershot)
 - Each Personnel Recovery Unit (PRU)

3.2.5 The Supplier's team shall include a Data Researcher whose role is to ensure that data analysis takes place and is provided to the Authority as and when requested and to support Contract reporting and planning requirements. The Data Researcher shall engage with Defence Statistics as an interested party.

3.2.6 The Supplier shall disseminate to the single Services (through Service Resettlement Advisers) and to all eligible Service Leavers, relevant and timely information on the programme of activities provided under the Contract, at least six months in advance of the programme starting, giving at least eight weeks' notice of any programme changes. The Supplier shall give all Service Leavers confirmation of their place allocations at least eight weeks in advance.

3.2.7 The Supplier shall publish the CTP vocational training programme in advance of 1st April in each Contract year to allow sufficient time for approval of the programme by the Authority and subsequent publication and dissemination of the vocational training programme to Service Leavers by 1st April.

- See paragraphs 5.2.2.1 and 5.2.2.2 for more information on the planning and approval cycle for the vocational training programme.

- See paragraphs 5.3.7 for detail of how the annual vocational training programme shall be priced, and how the costs shall be agreed by the Authority.
- 3.2.8 The Supplier shall provide a consistent standard of documentation (e.g. joining instructions, event programme, pre-briefing work, course notes, etc.) to Service Leavers a minimum of four weeks in advance of the activity that the Service Leaver has registered for.
- 3.2.9 The Supplier shall monitor and report monthly to the Authority on the performance of individual education and training providers using the Supplier's own performance data and Service Leavers' feedback.
- 3.2.10 The Supplier shall review all training delivery to ensure that all courses apply appropriate methodologies, including access to blended learning and/or distance learning opportunities.

3.3 Managing the Transition to New Contract Arrangements

- 3.3.1 This is a re-procurement of existing Contracted Services which are highly valued by the Authority and by the Service Leavers who benefit from them. The governing principle in all cases is continuity of Services provision, with no reduction in quality or breaks in services, as seen from the perspective of the individual Service Leaver.
- 3.3.2 This Contract incorporates up to 12-months for Contract Transition. This period commences immediately after the Effective Date. This period is designed to allow a new Supplier time to put in place all necessary systems, sufficient and suitably qualified resources, documentation sets, relationships, technology, and processes to effectively manage and develop their CTP offering, including the minimum Digital services required by the Authority (see Section 10 of this Services Description), prior to the Operational Services Commencement Date (post-Transition Period, Full Operational Capability). Transition planning and related activities are covered in the Supplier's Outline and Detailed Implementation Plans (Contract Schedule 13) and with reference to Contract Schedule 26 (Service Continuity Plan and Corporate Resolution Planning). A key element of transition is the agreement with the Authority of the Supplier's Digital Delivery Strategy (see Section 10, below).
- 3.3.3 The process of resettlement for personnel leaving the Armed Forces is always a continuous and ongoing process. Thus, there will be a daily changing population of Service Leavers who are:
- Entering the resettlement phase and therefore wish to register for provision of resettlement Services
 - Already undergoing resettlement and at various degrees of completion in that process (including receiving post-discharge support)
- 3.3.4 The Supplier shall plan for the maintenance of Service continuity and quality of that Service for the Legacy Cohort of Service Leavers, i.e., those Service Leavers who register for CTP assistance during the Contract Transition Period, or who started their career transition planning under the previous contract iteration. The Supplier shall put in place optimised plans and sufficient and suitably qualified resources to ensure that the Legacy Cohort of Service

Leavers is not disadvantaged in any way and receives no diminution in service quality or breaks in service continuity while the new Contract is implemented. With reference to Contract Schedule 26 (Service Continuity Plan and Corporate Resolution Planning).

- 3.3.5 Commitments made under the existing contract by the incumbent Supplier, that would be outstanding at the date of Operational Services Commencement Date (post-Transition Period, Full Operational Capability), become the responsibility of the new Supplier at that point. These outstanding commitments can be summarised as providing the CTP Service to those Service Leavers (the Legacy Cohort) that have registered with the CTP under the previous contract but will discharge under the new Contract or have yet to reach the two-year post-discharge point. For clarity, the services to be provided to these Legacy Cohort Service Leavers are the Services described in this Services Description for the new Contract. Service Leavers in this cohort will be at different stages of their resettlement journey.
- 3.3.6 As part of the Contract transition activity, there will also be a commitment for the Supplier to manage and deliver the vocational training programme for contract year 2023/2024 that – by necessity – will have been agreed in advance between the Authority and the incumbent Supplier (responsible for delivering the previous Contract iteration). See paragraph 5.3.7.
- 3.3.7 The Supplier shall provide an Outline Implementation Plan (OIP). The OIP is developed and agreed prior to contract signature; it is then inserted into Contract Schedule 13 (Implementation Plan) at Annex 1 to form an integral part of the Contract. The OIP includes Key Milestones and Dependencies and the Service transition activities required to ensure that there is no break in service provision (with reference to Schedule 26 (Service Continuity Plan and Corporate Resolution Planning)). The OIP includes reference to key milestones and headline technical plans for the transition and development of the Digital service, but the detailed technical plan is described in response to Section 10 (Digital) of this Contract Schedule (Services Description) and with reference to Contract Schedule 8 (Supplier Solution) and Contract Schedule 3 (Performance Levels).
- 3.3.8 Within 20 working days of the Contract Effective Date, the Supplier produces a Detailed Implementation Plan (DIP) and submits it in final draft form to the Authority for agreement. The content and process for approving the DIP is described at paragraph 3 of Contract Schedule 13 (Implementation Plan).
- 3.3.9 The Supplier's Outline and Detailed Implementation Plans include transition plans (showing key milestones) for approval by the Authority. The Supplier's Outline and Detailed Implementation Plans describe how the Supplier manages the transition to the new contract arrangements to ensure the protection of the Service delivered to the Legacy Cohort of Service Leavers, including ongoing collaboration with military charities and Other Government Departments (OGDs) who contribute to the Service, and the Transfer Regulations of existing staff as appropriate (with reference to Contract Schedule 28 (Staff Transfer)).
- 3.3.10 The DIP incorporates as annexes the Supplier's Quality Management Plan (QMP), the Security Management Plan (SMP – see Schedule 5), details of the Supplier's Information Security Management System, their Social Value implementation plans, their Digital Delivery Strategy, and their Contract Management Plan (CMP).

3.3.11 The Supplier and the Authority undertake Risk Assessment Exercises during the pre-procurement, procurement, and contract formation stages using a methodical approach to identification of the key risks, such that provision for managing those risks is at a realistic and appropriate level. The Supplier and the Authority adopt a structured approach to the identification and assessment of the risks with the objective of mitigating and managing key risks to the mobilisation, implementation, transition, and operation of the Contract:

- **Risk identification:** identifying Supplier and Authority risks to the delivery of the service, including during the implementation and transition phases
- **Risk assessment:** assessing the identified risks in a systematic way, qualitative and quantitative, to allow all parties to fully understand and manage individual and aggregate risks
- **Risk allocation:** determining which party carries or is best placed to carry each risk and manage it appropriately
- **Insured risk:** mitigation of some identified risks that may be coverable by commercially available insurances
- **Specific liability limits:** setting justifiable limits of liability for each risk holder after a risk has been assessed and its impacts have been quantified
- **Residual risk and liability limits:** setting the limit of liability for a set of unmitigated risks by reason and negotiation

3.3.12 **At the Contract Operational Services Commencement Date (Full Operational Capability – following the Contract Transition period) the Supplier shall be fully mobilised and ready to deliver a fully implemented and operational Service as defined in the Contract, including this Services Description (Contract Schedule 2), and the agreed contents of the Supplier’s Outline and Detailed Implementation Plans (with reference to Contract Clauses 5.1 and 5.2), including the Digital Service. This includes all commitments outstanding from the previous iteration of the CTP Contract and the provision agreed during the Contract Transition period and leading up to the Operational Services Commencement Date.**

3.4 **Notes to Managed Delivery of Service**

3.4.1 The Transition Period provides an opportunity for the Authority, working with the incumbent supplier and the incoming (new) Supplier, to ensure a smooth and effective transition in time for the Operational Services Commencement Date (post-Transition Period, Full Operational Capability). The transition includes transfers of all necessary Management Information and related data to ensure continuity of Service to the Legacy cohort of Service Leavers (see paragraph 3.3.4).

3.4.2 The Authority’s single Service (Royal Navy, Army, Royal Air Force) resettlement staff are responsible for registering the Service Leaver with the Supplier and for determining their eligibility. All Service Leavers are to be signed-up by default for CTP Services although they may opt-out at any time.

3.4.3 The Authority’s premises are available to be used by the Supplier to deliver the resettlement Services at locations where Armed Forces personnel are concentrated. Note: leases will be issued between the Authority and the Supplier to occupy and deliver Services from the Authority’s estate.

3.4.4 Approximately 75% of the Service population are within 80 miles of the Regional Resettlement Centres (RRC). RRC locations are shown on the map at Annex A to this Services Description. Existing RRCs will be made available to the Supplier at peppercorn rents.

3.4.5 Service Leavers requiring specialist support include those being discharged on medical grounds (who consequently do not have the full potential two-year preparation period) and those who demonstrate significant difficulties in finding employment because of specific individual circumstances.

3.4.6 **REDACTED**

4. ANALYSIS AND PLANNING

4.1 Introduction

4.1.1 Service personnel can enter their resettlement phase and qualify for access to the Service during the two years before their discharge date, following an initial resettlement interview with their Service Resettlement Adviser (SRA). Service Leavers over the age of 50 and those that have served more than 30 years are also entitled to resettlement support.

4.1.2 Service Leavers require access to careers information, job search methods, and planning techniques so they can best evaluate the options most appropriate for their future. This requires the Supplier to provide detailed information and guidance to enable Service Leavers to articulate their aspirations and develop a realistic Personal Resettlement Plan for their successful transition to civilian life and sustainable employment.

4.2 Functional Specification

4.2.1 From the Contract Operational Service Commencement Date (post-Transition Period – Full Operational Capability), the Supplier shall provide sufficient and suitably qualified resources and capability to offer **career option advice** on a one-to-one basis and tailored to the needs of each individual Service Leaver, so that Service Leavers are focussed on gaining employment within a chosen sector and can define practical steps to realise their resettlement objectives. This activity includes:

4.2.1.1 The use of a career consultancy diagnostic tool based on a consistent methodology to provide a personalised assessment of an individual Service Leaver's career transition needs. This covers analyses of competence and skills (including the identification of any gaps in current competencies and skills), career coaching, and guidance to support a Service Leaver's sustainable transition.

4.2.1.2 Discussion of the Service Leavers' aspirations and the appropriateness of these given the individual's specific circumstances. Identification of training requirements, in line with their aspirations, necessary to fill identified gaps in skills, knowledge, or competencies.

4.2.1.3 Assessment of the needs of this Service Leaver cohort overall and any barriers to civilian employment opportunities faced by the cohort in general and how these can be addressed.

- 4.2.1.4 Where a Service Leaver's discharge is elective, structured consideration is given as to whether leaving the Armed Services is in that individual's best interests.
- 4.2.1.5 Preparation of a step-by-step Personal Resettlement Plan (PRP) to assist the Service Leaver to achieve identified objectives. Their resettlement objectives are clearly defined in collaboration with the Supplier's Careers Consultant, and the Careers Consultant shall track the Service Leaver's attainment and progress against those objectives. The PRP is updated accordingly or amended as appropriate. The PRP is a deliverable output that the Service Leaver can retain as a reference document.
- 4.2.1.6 Exploration of career options open to the individual and provision of job market intelligence, including employment trends, typical entry requirements, career patterns, possible salaries, personal characteristics needed, and any specific regional or Devolved Nation aspects.
- 4.2.2 The Supplier shall provide sufficient and suitably qualified resources and capability to ensure that access to the Supplier's Career Consultant is within **five working days** of the request being made by the Service Leaver, with no limit to the number of requests that can be made. Telephone enquiries to which a response cannot be immediately provided, and all email enquiries, are responded to within 24 hours of the first enquiry.
- 4.2.3 The Supplier's Career Consultants shall be professionally qualified to a minimum of NVQ4 in Information, Advice and Guidance (IAG). The Supplier is accredited to the **matrix** Standard, the National Quality Standard for IAG on career, learning, work, and life goals. The matrix Standard is the Department for Education's (DFE's) standard for ensuring the quality of the delivery of high-quality information, advice, and guidance.
- 4.2.4 The role of the Supplier's Career Consultants is to provide support and guidance to Service Leavers in making their transition to civilian life in accordance with the agreed PRP. The duties and responsibilities of the Career Consultant include:
 - 4.2.4.1 Support and guide the Service Leaver to reach a well-informed decision about their future, including advice on writing effective CVs, resettlement training options, and job applications, and assist them in securing suitable employment.
 - 4.2.4.2 Provide one-to-one specialist advice to meet the needs of the Service Leaver (less those Early Service Leavers who are administered by CTP Future Horizons staff).
 - 4.2.4.3 Maintain contact with Service Leavers pre-discharge and for up to two years post-discharge.
 - 4.2.4.4 Liaise with single Service (Royal Navy, Army, Royal Air Force) resettlement staff.
 - 4.2.4.5 Ensure Service Leavers are aware of the range of all the CTP services available to them, including in-house training via the Resettlement Training Centre (RTC) at Aldershot and in the Regional Resettlement Centres (RRCs) around the UK.

- 4.2.4.6 Manage Service Leavers' files in accordance with MOD information security requirements and UK GDPR and EU GDPR and ensure that central database entries are kept up to date, with reference to Contract Schedule 31 (Processing Personal Data) and Contract Schedule 5 (Security Management), Part B (Security Accreditation), Annex 3 (Information Management System).
- 4.2.4.7 Maintain their own currency of information regarding research techniques, sector and industry information, employment trends, and training/qualification issues. This includes maintaining a good understanding of courses offered either in-house or local to the RRC.
- 4.2.4.8 Provide management information relating to Service Leaver progress as and when requested by the Authority.
- 4.2.4.9 Inform the appropriate SRA if a Service Leaver re-engages.
- 4.2.4.10 As part of the Supplier's Service, conduct welfare checks on Service Leavers on resettlement duty, noting any vulnerabilities, and refer to their SRA or chain of command as appropriate where action has not been taken.
- 4.2.4.11 Give guidance to Service Leaver on the availability of local training.⁷
- 4.2.5 From the Effective Date, the Supplier shall provide **career change advice and guidance**, tailored to the needs of the individual Service Leaver following assessment of skills and competencies, so that the Service Leaver understands how they relate personally to employment opportunities, how these opportunities may be evaluated and then approached, and how they can make best use of the resettlement Service elements available to them. This includes:
 - 4.2.5.1 Practical advice enabling Service Leavers to identify and articulate which personal skills and knowledge are transferable into civilian employment.
 - 4.2.5.2 Practical advice enabling Service Leavers to prepare a personal CV, tailored to specific employment opportunities, and to respond to application forms.
 - 4.2.5.3 Practical guidance for Service Leavers on personal presentation and interview techniques, including the different types of interviews that may be encountered.
 - 4.2.5.4 Practical guidance on networking, job search skills, employment opportunities and where to find them. This includes the effective and appropriate use of the internet and social media.
 - 4.2.5.5 Practical guidance on self-employment and business start-up opportunities and how to access further support.
 - 4.2.5.6 Advice and support to enter full-time, or part-time, Further Education or Higher Education.

⁷ JSP 534 (The Tri-Service Resettlement and Employment Support Manual) provides a full description of the Career Consultant's responsibilities and linked processes. See: [Tri-service resettlement manual \(JSP 534\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/344441/Tri-service_resettlement_manual_JSP_534.pdf).

4.2.5.7 Information and advice on career opportunities for a region or Devolved Nation where a Service Leaver wishes to live and/or work. This information includes:

- Job opportunities within the specific region / Devolved Nation
- Training opportunities within the specific region / Devolved Nation

4.2.6 The Supplier shall provide Service Leavers with advice and support on the financial aspects of resettlement and retirement (including pensions) and the transition to civilian life. As part of the wider requirement to support Service Leavers' transitions into civilian life, all Service Leavers, and their partners, are eligible to attend Financial Aspects of Resettlement (FAR) Briefings.

The Supplier shall:

4.2.6.1 Provide administrative arrangements, co-ordination of facilities, and event hosting for the delivery of independent information on the financial aspects of resettlement and retirement, on a regular basis, using independent Pensions Advisors and Independent Financial Advisors (IFAs) with relevant experience and knowledge of military pensions, at or near to Service Leavers' base locations.

4.2.6.2 Select independent Pensions Advisors and IFAs based on their relevant experience and knowledge of military resettlement and retirement and presents the selected advisors and/or organisations to the Authority for approval before their deployment.

4.2.6.3 Provide guidance and support to Service Leavers moving towards retirement, encouraging them to plan forward during the two years before discharge, helping them to make informed decisions.

4.2.6.4 Support Service Leavers to think-through what retirement may mean to them and helps them to prepare a lifestyle plan and budget planner prior to consulting a Pensions Advisor or IFA.

4.2.6.5 Enable the Service Leaver to assess and re-assess their priorities for retirement as their preparations evolve and mature during the two years before discharge.

4.2.6.6 Give guidance and support to Service Leavers on the legal aspects of retirement and raises Service Leavers' awareness of risks to any savings they may have accrued.

4.2.6.7 Help Service Leavers to decide when to take their military and state pensions and gives them the knowledge and tools to cope with the freedom of choice around pensions and to reduce risk.

4.2.6.8 Assist Service Leavers to develop an effective CV if they aspire to work in retirement.

4.2.6.9 Ensure Service Leavers targeting retirement understand that they can still benefit from CTP resettlement services (before and after their discharge date) as part of their preparations for retirement. CTP support includes attending training courses (before discharge).

4.2.6.10 Provide administrative arrangements, co-ordination of facilities, and event hosting for the delivery of housing and accommodation advice to

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Service personnel, who may or may not be in the resettlement phase, by the Joint Services Housing Advice Office, at or near to their base locations.

4.3 Notes to Analysis and Planning

- 4.3.1 Career options advice includes consideration of retaining the Service Leaver's military skills and experience within Defence through employment with Reserve Forces, the Civil Service, or private sector Defence companies.
- 4.3.2 Although career options advice is delivered on a one-to-one basis, career change advice may be delivered to groups of Service Leavers, according to the categories described in 1.6.4 of this Services Description.
- 4.3.3 Regional training opportunities include public bodies that provide training at no cost to the Service Leaver, the Authority, or the Supplier, and training that is provided locally on a commercial basis.

5. ACCREDITATION, SKILLS AND KNOWLEDGE ACQUISITION

5.1 Introduction

- 5.1.1 Service Leavers are supported and guided by the Supplier to fill gaps in their existing knowledge, competencies, and qualifications to help secure their chosen employment. This may include the acquisition of vocational skills and experience or mean meeting an individual's wider needs for resettling into civilian life, education, or retirement.
- 5.1.2 The acquisition of vocational skills and knowledge leads to a recognised civilian qualification – in full or in part – and must be on the Regulated Qualifications Framework (RQF) in England, or on the equivalents in Devolved Nations (see 5.2.2.4, below), and be relevant to the current and emerging needs of the employment market.
- 5.1.3 Eligible Service Leavers have the option to acquire vocational skills of their choice, once they have entered the resettlement phase, up to their time of discharge.
- 5.1.4 The Supplier brings to bear their current market intelligence on emerging employment trends from across all industrial sectors, including the green energy and sustainability/net zero sectors, to assist in the design of a relevant programme of vocational courses each Contract year.

5.2 Functional Specification

- 5.2.1 The Supplier shall engage with the Service Leaver and the Authority to determine the existing skills and competencies of Service Leavers and maps these against an individual's aspirations to create a personalised **learning plan** as required.
- 5.2.2 The Supplier shall deliver a programme of vocational training for Service Leavers. The programme is agreed annually in advance by the Authority.
 - 5.2.2.1 The Supplier shall provide the programme in advance of 1st April in each contract year, allowing sufficient time for approval of the programme by the Authority, and to ensure readiness for publication by 1st April. This allows six months' notice prior to the start of the training year (commences 1st October). See paragraph 5.3.7 for more information on how the vocational training programme is priced and agreed.
 - 5.2.2.2 The programme of vocational training is predicated on anticipated demand, up to an agreed maximum capacity, and is designed by the Supplier to meet areas of commonality of need where there are identifiable gaps in the skills and knowledge possessed by Service Leavers generally as a group (see paragraph 5.3.1).
- 5.2.3 The training delivered by the Supplier is:

- 5.2.3.1 Provided, on a demand-led basis⁸, to assist individual Service Leavers in meeting the requirements of their individual Personal Resettlement Plans.
- 5.2.3.2 Delivered by appropriately experienced and qualified trainers for their subject who hold as a minimum the Level 4 Certificate in Education and Training (CTLLS).⁹
- 5.2.3.3 Recognised nationally and accredited, preferably to Regulated Qualifications Framework (RQF) standards and/or the standards of professional bodies.
- 5.2.3.4 Responsive to the requirements of the Devolved Nations' accreditation frameworks and provides appropriate training and development advice reflecting the differences between frameworks, e.g., the Scottish Credit and Qualifications Framework (SCQF) and the Regulated Qualifications Framework (RQF).
- 5.2.3.5 Focussed on improving the integration of CTP services with the Enhanced Learning Credits Administration Service (ELCAS)¹⁰ to improve the outcomes for Service Leavers by identifying opportunities for using Standard Learning Credits (SLC) / Enhanced Learning Credits (ELC) or Publicly Funded Further Education – Higher Education (PF FE-HE) Scheme for training/education interventions linked to resettlement.
- 5.2.3.6 Linked directly to current and emerging employment opportunities and is recognised as such by prospective employers, employer forums, and industry organisations, and by Service Leavers themselves.
- 5.2.3.7 Linked to opportunities to carry out training attachments and/or work experience with a prospective employer.
- 5.2.3.8 Delivered in the most cost-effective manner, achieving maximum value for money for the Service Leaver. There is the opportunity to use Authority premises: see paragraph 3.4.2.
- 5.2.3.9 Delivered with a specific operational focus on those Service Leavers requiring specialist support, who may find it difficult to gain civilian employment. This will include, particularly in the case of Service Leavers who are being Medically Discharged (MD), provision of training at short notice and provision of bespoke transition workshops appropriate to their needs (see Section 8 of this Services Description).
- 5.2.4 All training provided, whether in-house by the Supplier or externally by recognised Other Suppliers, meets the criteria stated in paragraph 5.2.3 and all training provision is kept under continuous review by the Supplier to ensure its continued suitability and the ongoing relevance of the training to the needs of the employment market, employers, and industry.

⁸ Service Leavers will be able to book their selected course from the published programme of vocational courses. This would normally be done on a 'first come, first served' basis. The frequency of particular courses will clearly vary by the trend of demand, but it is considered reasonable that, on average, a place will be made available within one month of the Supplier receiving the request.

⁹ Level 4 CTLLS or a higher qualification is acceptable.

¹⁰ www.enhancedlearningcredits.com

- 5.2.5 The operational demands of life in the Armed Services, including overseas deployments, can continue throughout the transition and resettlement period and this will impinge on a Service Leaver's availability for training and other resettlement activities. The Supplier shall provide sufficient and suitably qualified resources and capability, and operates the Service in an agile, flexible, and responsive way, to help Service Leavers to manage their training effectively and ensure a positive outcome for their career transition.
- 5.2.6 Places on the vocational training programme must remain open for the exclusive use of Service Leavers (including those on operational duty). The Authority does not accept the re-sale of spare capacity to the open market.
- 5.2.7 Where there is spare training capacity, the Supplier shall provide information and access to this training on a standby basis to all non-Core Resettlement Programme Service Leavers before discharge (for example, Early Service Leavers) – and those who are post-discharge – in accordance with JSP 534 Part 2. This access to Contract-funded vocational training courses is granted on occasions when the scheduled contracted in-house courses at the RTC or RRC are under-subscribed.
- 5.2.8 The Supplier shall promulgate and market relevant advice and guidance to Service Resettlement Advisers and Service Leavers directly on the training available in-house from the Supplier, and on training which is available from recognised external sources. In both cases, it is entirely the responsibility of the Supplier to market the training provided and to encourage take-up by Service Leavers (see paragraph 9.2.2.2 below and refer to Contract Schedule 3 (Performance Levels)).
- 5.2.9 The Supplier shall provide the means for wider life skills acquisition by Service Leavers, including those personnel not actively seeking employment (for example, those choosing education or retirement pathways).
- 5.2.10 The Supplier shall identify external training providers, by sector and region (including the Devolved Nations) and conducts quality checks to determine their ongoing status and suitability. This systematic process includes:
- 5.2.10.1 Continually assessing all aspects of the suitability and effectiveness of the training provided, including:
 - Potential employability linked to the training provided
 - Whether training leads to recognised qualifications
 - The financial viability and stability of the training provider
 - Demonstrating that training is conducted safely
 - Value for money
 - 5.2.10.2 Conducting quality checks of training providers and monitoring their performance and training outcomes (including feedback from Service Leavers) on a rolling basis throughout the Contract duration.
 - 5.2.10.3 Maintaining lists of suitable trainers, organised both by employment sector and on a regional and Devolved Nation basis.

5.3 Note to Accreditation, Skills, and Knowledge Acquisition

- 5.3.1 The Supplier shall provide the vocational training programme. The vocational training programme provided by the Supplier will not hold all the courses that the Service Leaver may wish to undertake during their resettlement phase.

Instead, the vocational training programme reflects the courses that most Service Leavers undertake across the majority of relevant employment sectors.

- 5.3.2 As an example of the range and number of courses offered under the agreed programme of vocational training, in Contract Year 2021/22, the programme comprised approximately 25 different course topics offered on multiple dates each (totalling over 150 course instances in year), drawn from disciplines including:

- management studies
- facilities management
- charity management
- education and training
- accounting in small business
- project management
- electrical engineering
- information technology
- transport
- health and safety
- building trades

The current year's schedule of courses (with location information) can be found on the CTP website (no login required) at:

<https://www.ctp.org.uk/resettlement-courses>

- 5.3.3 In future years, the Authority sees growth opportunities for lasting careers in the green energy and net zero/sustainability industries.
- 5.3.4 The Supplier determines whether in-house training is provided using their own resources (staff, classrooms, and other facilities), or whether it is provided by sub-Contracted arrangements with outside training organisations; the relevant criterion is in all cases the effectiveness of the training in meeting Service Leavers' needs and achieving best Value for Money.
- 5.3.5 An existing array of Non-Contract-Funded external training providers enables Service Leavers to access a wider range of training opportunities – but only when *absolutely necessary* and always subject to the Authority's prior approval on both suitability and finance. This does not contradict the "CTP first" principle. Non-Contract-Funded training courses are paid for by the Service Leaver themselves; this process is described fully in JSP 534.
- 5.3.6 Contract-Funded and Non-Contract-Funded courses are currently delivered at both the RTC in Aldershot (most of the vocational training programme) and in the RRCs. These Authority premises may be used to deliver Non-Contract-Funded courses where space allows but the priority will always be given to delivery of the Contract-Funded vocational training programme. (Non-Contract-Funded training is typically delivered outside of the Authority's estate.)
- 5.3.7 With reference to 5.2.2.1 above, the Supplier is required to review the price charged to the Authority for reserving vocational training courses each year, to ensure that the courses offered by the Supplier match Service Leavers' aspirations and that they are delivered at the best Value for Money. The Supplier acknowledges and agrees that:
- 5.3.7.1 For Contract Year 1, the Authority shall provide to the Supplier by no later than 1 November 2023 the programme of vocational training

courses provided under the previous contract, the details of all such training providers and the pricing for the training courses.

- 5.3.7.2 The Supplier shall review the information supplied to it by the Authority under Paragraph 5.3.7.2, taking into account any market changes, and shall provide to the Authority by no later than 1 February 2024 its proposed programme of vocational training courses and the proposed pricing of such.
- 5.3.7.3 The Authority shall review such programme and prices and where (in its sole discretion) the Authority deems that the Supplier has provided satisfactory evidence that the course prices represent Value for Money, shall agree the final programme and course pricing by no later than 1 March 2024.
- 5.3.7.4 The Supplier shall ensure that the courses are available to be booked digitally from 1 April 2024.
- 5.3.7.5 For all subsequent Contract Years, the Supplier shall review the programme of vocational training courses and the proposed pricing on a six-monthly basis throughout the Contract Term and shall submit such programme and prices to the Authority for their review and approval in accordance with Paragraph 5.3.7.3.
- 5.3.7.6 Additionally the Authority may require the Supplier to re-procure any course at any time during the Contract Term where feedback from Service Personnel is, in the Authority's sole opinion, negative to the point where the course no longer offers Value for Money in terms of quality and/or price.
- 5.3.7.7 The Authority reserves the right to require the Supplier to procure replacement and/or additional quantities of courses and/or additional types of courses as required where the Authority has given the Supplier reasonable notice to do so.
- 5.3.7.8 In the event that a training course is over-subscribed, the Supplier shall use best endeavours to provide additional course places, and shall, subject to Paragraph 5.3.7.9, ensure that Service Leavers can undertake the training course of their choice within a maximum window of 3 to 6 months.
- 5.3.7.9 Exceptionally for courses that are only run within certain time windows (for example university or college courses that have set start dates in line with the academic year) and courses that are only run at certain times of the year, Service Leavers shall be booked onto the next available course.
- 5.3.7.10 In the event that the Authority requires the Supplier to provide additional quantities and/or types of training courses between the 6-month reviews carried out in accordance with Paragraph 5.3.7.5, and the Supplier provides satisfactory evidence (in the Authority's sole discretion) that this is not affordable under the contract price, the Authority shall pay any reasonable additional costs.
- 5.3.7.11 Other than as described in 5.3.7.10, all training courses provided by the Supplier shall be paid for within the per capita charge (per Service Leaver).

- 5.3.8 The Authority recognises that prices for training courses and the range of available and suitable courses are subject to change. These issues will be standing agenda items for the monthly contract review meetings and will be discussed prior to the finalisation of the Authority's requirements for the vocational training programme as detailed above.
- 5.3.9 A formal contract amendment will take place each year to capture these changes in accordance with the Contract Change Procedure.

6. OUTCOMES FOR SERVICE LEAVERS: EMPLOYMENT, EDUCATION, OR RETIREMENT

6.1 Introduction

- 6.1.1 The Supplier shall provide sufficient and suitably qualified resources and capability to directly assist all registered Service Leavers to achieve the required outcomes for their transition to civilian life, whether the Service Leaver aims for employment (including self-employment), targets education to meet their aspirations, or wishes to retire.
- 6.1.2 Where a Service Leaver seeks employment, this must be sustainable and meet their realistic aspirations and skills, experience, and knowledge.
- 6.1.3 The CTP Service gives a Service Leaver access to employment and transition support as stated at paragraph 4.1.1 and for up to two years post-discharge. Generally, Service Leavers access job finding Services in the period from 12 months before their discharge date and up to two years after they leave the Armed Services.

6.2 Functional Specification

The Supplier shall:

- 6.2.1 Engage with Defence Relationship Management (DRM) and potential employers to build meaningful networks that promote lasting sources of opportunities for Service Leavers.

The Supplier shall:

- 6.2.1.1 Promote awareness and interest amongst employment organisations, employers, and other relevant industry, government, and Third Sector bodies on an international, national, and regional basis including the Devolved Nations (to include Small and Medium Enterprises or SMEs), stimulating the widest appropriate range of job opportunities available to Service Leavers.
 - 6.2.1.2 Develop and maintains current networks of potential employers by sector and region / Devolved Nations.
 - 6.2.1.3 Proactively markets the potential of Service Leavers to employers as a pool of prospective employees, concentrating on the strengths and competencies that individuals have acquired through their Service in the Armed Forces.
 - 6.2.1.4 Establish strategic relationships with key employers and sectors¹¹ to secure Service Leaver outflow as part of employers' workforce planning requirements.
 - 6.2.1.5 Coordinate all this activity with the Defence Relationship Management team (see 2.2.3.4).
- 6.2.2 The Supplier advises Service Leavers on current and emerging employment trends and the availability of appropriate jobs by sector and region, including

¹¹ In coordination with the Defence Relationship Management team who also hold a key account function with the corporate sector.

any specific Devolved Nations' considerations, providing Service Leavers with both verbal and written advice and guidance.

- 6.2.3 The Supplier maintains a database of job types and vacancies, by employment sector and region / Devolved Nation, including representative salaries, enabling Service Leavers to determine for themselves whether their aspirations are realistic in terms of their skills, knowledge, and experience, and in terms of the sector that they wish to enter and the region into which they want to settle.
- 6.2.4 The Supplier maintains an online job-matching system that gives registered Service Leavers the capability to identify jobs which are appropriate to them in terms of skill, experience, qualifications, age, salary range, geography, and the Service Leavers' availability dates.
- 6.2.5 The Supplier assists Service Leavers to apply for a particular job that has been identified as an appropriate match.
- 6.2.6 The Supplier actively introduces Service Leavers to employers with whom an appropriate job match has been determined.
- 6.2.7 The Supplier generates relevant and effective Civilian Work Attachment (CWA) opportunities for Service Leavers. JSP 534 defines a CWA as an attachment that does not include formal course instruction. The principal purpose of the CWA is to gain on-job training and sector specific work experience.
- 6.2.8 The Supplier provides Service Leavers with effective self-employment and business start-up support that, through appropriate advice, guidance, education, and mentoring, enables them to choose and practically pursue this option if that is their aspiration.
- 6.2.9 The Supplier identifies and provides focussed assistance to place those Service Leavers who by reason of age/length of service, health, trade, or specialism find it more difficult to gain civilian employment.
- 6.2.10 The Supplier requests and collates regular and detailed feedback from employers and Service Leavers on the success of Service Leavers in gaining sustainable employment to support effective monitoring and reporting to the Authority, and to enable performance measurement with reference to Contract Schedule 3 (Performance Levels).
- 6.2.11 The Supplier provides Service Leavers with support and guidance on suitable routes into education and training, including funding sources and application processes.
- 6.2.12 The Supplier provides Service Leavers with support and guidance on planning for retirement. See paragraph 4.2.6.

6.3 Notes to Outcomes for Service Leavers

- 6.3.1 Employment vacancies generated by the Supplier's activities reflect the full range of skills and competencies of Service Leavers and enable them to realise their full potential in sustainable employment.

7. **SUPPORT FOR EARLY SERVICE LEAVERS AND THOSE ON THE EMPLOYMENT SUPPORT PROGRAMME**

7.1 **Introduction**

- 7.1.1 **Early Service Leavers (ESLs)** are those who decide to leave the Armed Services having served for less than four years. ESLs' short period of Service means they have a shorter notice period compared to other Service Leavers.
- 7.1.2 The **Employment Support Programme (ESP)** is offered to Service Leavers who have completed 4-6 years' service from date of enlistment.
- 7.1.3 ESLs and those on the ESP have a reduced entitlement to CTP Services compared to Service Leavers with longer service, but they are still supported through their transition and resettlement.
- 7.1.4 The Services offered by the Supplier to ESLs and to those on the ESP are described at paragraph 1.6.4 and below:

Early Service Leaver Programme (CTP Future Horizons) – Service Leavers who complete less than four years' Service commitment (including individuals serving less than four years and leaving under compulsory discharge) are entitled to the support described in Section 7 of this Services Description. Eligibility is calculated as at date of discharge.

Current ESL entitlement covers:

CTP Future Horizons Interview
CTP Employment Advisor Support
CTP Job Finding Portal
CTP Employment Fairs & Events
CTP Online Resources
Unit ESL Resettlement Brief
SLC Funding
Finance Brief
Housing Brief

Employment Support Programme (ESP) – Service Leavers who complete a minimum of four years' Service commitment (inclusive of individuals serving between four and six years and leaving under compulsory discharge) are entitled to the Job Finding Service, as defined in Section 6 of this Services Description (note paragraph 6.2), and those elements of Section 4 that directly support job finding activity (see Section 4 generally and paragraphs 4.2.1, 4.2.2, 4.2.4, 4.2.5, and 4.2.6 in particular). Eligibility is calculated as at date of discharge.

Current ESP entitlement covers:

Job Skills Workshop (1 Day)
CTP Training Courses (Standby or Self-Funded)
Career Consultant Support
CTP Job Finding Portal
CTP Online Resources
SRA Interview
SLC Funding
Finance Brief
Housing Brief

The Services offered by the Supplier to these two cohorts of Service Leavers are broadly similar, but those on the ESP additionally benefit from the 1-day Job Skills Workshop.

- 7.1.5 The majority of the ESL cohort of Service Leavers discharge from the Armed Services in the UK. They generally come from the untrained strength and may have spent relatively little time in the Armed Forces. While this proximity to civilian life may have advantages for resettlement, many fall in the 18-24 age bracket for whom re-employment is challenging. Within this cohort it can be expected to find Service Leavers with vulnerabilities that put at risk a successful transition to civilian life.
- 7.1.6 The Authority is responsible for ensuring that all eligible Service Leavers are given appropriate advice and opportunity to register for the ESL programme as a planned part of their discharge process.
- 7.1.7 The ESL Service exists to ensure a supported return to civilian life for ESLs with positive and sustainable employment outcomes. Practical support is also available to meet ESLs' more immediate needs around accommodation, health concerns, or other pressing issues.
- 7.1.8 By integrating this ESL Service within the wider CTP, the individual ESL benefits from qualified and experienced career consultancy Services. ESLs also have access to companies/sectors seeking to employ Service Leavers or provide further training opportunities, and connections to the Third Sector or Other Government Departments (OGDs) that provide continuing support for ex-Services personnel.

7.2 Functional Specification

- 7.2.1 The Supplier shall provide sufficient and suitably qualified resources and capability to engage with all Early Service Leavers (ESL), and those on the Employment Support Programme (ESP), and compulsorily discharged personnel, prior to discharge where possible (and facilitates remote registration where the ESL notice period is too short for face-to-face engagement) and undertakes a one-to-one consultation session, by the most appropriate means, for those wishing to join the programme. After discharge,

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the Supplier supports the Service Leaver in the region or Devolved Nation where the Service Leaver has settled.

- 7.2.2 As many of the Service Leavers in the ESL cohort are likely to discharge from the Armed Forces with relatively short notice period, the Supplier is correspondingly agile and responsive and puts in place a tracking Service that captures and maintains up-to-date contact information, generates regular follow-ups to determine progress, and enables further support to be offered as required.

The Supplier shall provide sufficient and suitably qualified resources and capability and:

- 7.2.2.1 Undertakes a one-off consultation with the ESL, on a one-to-one basis. This is available to the ESL prior to discharge, in proximity to the ESL's base unit. After discharge, the Supplier supports the ESL in the region where the ESL has settled.
- 7.2.2.2 Engages with the ESL prior to discharge to communicate the benefits of registering with the CTP, then undertakes a consultation session with those wishing to join it and conducts a full assessment of their needs. Thereafter providing a support framework with suitable training, development, and education courses that uses trends from the employment market to provide intelligent guidance.
- 7.2.2.3 Caters for an ESL whose notice period is particularly short with a facility for remote registration that enables the consultation session to take place subsequently in the region where the Service Leaver has settled.
- 7.2.2.4 Supports the ESL to overcome any barriers to work and education that they may have and ensures that individuals are ready to seek employment, including support with job search techniques, preparation of CVs and application forms, and advice on interview skills.
- 7.2.2.5 Provides support to ensure individuals find appropriate employment, including the identification of suitable vacancies and the development of relationships with potential employers.
- 7.2.2.6 Provides sector-specific support into key labour market sectors, including identification of suitable job roles and work placements or work-based training schemes and apprenticeships.
- 7.2.2.7 Is adaptable to an individual's level of engagement and allows for referral at any stage to appropriate providers for additional support. The Supplier secures the informed consent of the Service Leaver for engagement in the programme and for information sharing with providers of additional support. Providers typically represent employment and training support organisations from across the private and voluntary sectors, including ex-Service and civilian organisations.
- 7.2.2.8 Where appropriate, aids ESLs to gain early access to the DWP's Work Programme.

- 7.2.2.9 Advises on the assistance ESLs can receive from ex-Service charities and welfare organisations.
- 7.2.3 The Supplier shall provide information on and access to learning on a standby basis to ESLs and those post-discharge.
- 7.2.4 The Supplier shall provide practical guidance on the assistance ESLs can receive from DWP and Other Government Departments (OGDs) and Local Authorities, such as medical, welfare, Further Education, housing support, and assistance from Social Services.
- 7.2.5 The Supplier shall facilitate referrals to Government Departments, the Third Sector, Local Authorities, and other support providers, as relevant to an individual Service Leaver's needs.

7.3 Notes to ESL / ESP Service

- 7.3.1 The one-off consultation (one-to-one with the ESL) takes place at the most appropriate site, which may be at a dedicated office within a military base (likely to be the case for large training units generating ESLs from the untrained strength), one of the Supplier's regional offices, or a Regional Resettlement Centre (RRC).

8. SPECIALIST SUPPORT SERVICES (SSP / CTP ASSIST)

8.1 Introduction

- 8.1.1 The Authority has a Defence Recovery Capability (DRC) which seeks to enable the swiftest return to duty, or smoothest transition to an appropriately skilled and supported civilian life, for all Wounded, Injured, or long-term Sick (WIS) personnel, irrespective of cause.
- 8.1.2 CTP Assist is the part of this capability that supports those WIS who are Medically Discharged (MD) by providing a vocationally based Service that delivers an assisted resettlement route with appropriate specialist employment support for those with more complex transitional needs¹².
- 8.1.3 Not all those MD are WIS and not all WIS necessarily require specialist Services: the support provided by the Core Resettlement Programme may be more appropriate. However, personnel on CTP Assist, in common with all MD personnel, may have no choice but to leave the Armed Forces; this coupled with the wider transitional needs linked to often life-changing conditions means that, whilst they are in smaller numbers, they are a highly vulnerable group with complex requirements that the Supplier must sensitively address with tailored and scalable support and sufficient resources to ensure positive transition outcomes.
- 8.1.4 All personnel subject to Medical Discharge, both those who are WIS and those who are likely to be discharged from the Services on medical grounds, can access the CTP Service. The point at which an individual may register for their resettlement entitlement is when the Unit Health Committee (or equivalent Single Service Body) assesses that the person is likely to be Medically Discharged. This may be at a point earlier than two years before discharge.
- 8.1.5 All CTP Assist staff work in close collaboration with the wider Contracted resettlement provision, other DRC assets, the charitable sector, and supportive UK employers. The inclusion of the CTP Assist functionality in this Services Description (Schedule 2 of the Contract) represents a significant step forward in normalising the overall provision of employment support to WIS Service Leavers.
- 8.1.6 The Supplier has sufficient resources and robust management plans in place to cope effectively with the unpredictable flow of this highly vulnerable and complex cohort of Service Leavers and consistently deliver the Contracted levels of Service performance. The Supplier maintains the flexibility and scalability of Service delivery to rapidly flex Service provision to accommodate spikes and troughs in WIS numbers.
- 8.1.7 The Supplier notes that WIS Service Leavers stay engaged with, and in need of, CTP Services for the full duration of the Contract term. The Authority requires them to be fully supported and where necessary brokered into post-Contract support.
- 8.1.8 CTP Assist and wider CTP staff are to actively encourage any Service Leaver who they identify as vulnerable, and who would benefit from Veterans Welfare Service (VWS) or Defence Transition Services (DTS) support, to self-refer. Further detail on VWS and DTS is available in JSP 534.

¹² The Tri-Service resettlement manual (JSP 534) offers detailed context on Specialist Support Services: [Tri-service resettlement manual \(JSP 534\) - GOV.UK \(www.gov.uk\)](#)

8.2 **Functional Specification**

- 8.2.1 The Supplier shall provide the SSP Services and provide sufficient and suitably qualified resources and capability to provide specialist support and tailored case work to those facing serious obstacles to work.
- 8.2.2 In addition to the Services of the Core Resettlement Programme described at Sections 4, 5 and 6 of this Services Description, the Supplier shall provide an enhanced level of support to those Service Leavers assessed (through single Service processes) to face significant barriers to employment because of their medical condition. This group is provided with specialist employment case-working support by a dedicated Specialist Employment Consultant (SEC) and are given access to bespoke vocational and training opportunities. As with other Service Leavers, WIS personnel undertake a Vocational Assessment.
- 8.2.3 As stated at 1.7.2 of this Services Description, and in line with the wider CTP resettlement programme, Specialist Employment Support is available to eligible Service Leavers for up to two years prior to discharge and for two years following their discharge date.
- 8.2.4 The Supplier shall deliver effective specialist programme management that leverages extensive experience of delivering specialist and case working support to those facing serious obstacles to work in a complex environment. The key features of the Supplier's CTP Assist programme management are:
- Operational management of the capability, caseload planning, outcome reporting, and integration of the programme within the overall Contracted provision
 - Coordination and integration of the programme within the overall Defence Recovery Capability (DRC) including Subject Matter Expert input to policy development
 - Coordination with single Services DRC provision, in particular Personnel Recovery Units (PRUs)
 - Coordination with OGDs and Devolved Nations' vocational and employment provision, especially that provided by DWP
 - Clear line management functions for all SECs as part of the wider management framework provided by the Supplier
 - Coordination with wider veterans' support organisations
- 8.2.5 The Supplier shall supply sufficient case work resource, with suitably qualified and experienced¹³ SECs (minimum NVQ4 in Information, Advice and Guidance).
- 8.2.6 SECs are embedded within the military PRUs to meet a caseload ratio of 1:30 (SEC: WIS personnel). The Supplier ensures hands-on, active, and robust case management and safeguarding of this vulnerable cohort of Service Leavers. The SEC:
- Is the Subject Matter Expert on specialist employment support to the military Chain of Command
 - Provides individualised employment support in the context of their clients' overall recovery journey

¹³ As guidance, experience is taken to be around 2 years working with vulnerable personnel in a relevant setting such as the DWP or the NHS.

- Generates and manages local vocational opportunities to meet individual need and direct in-work support as required
- Maintains timely and accurate data for use by the Authority
- Forms a key part of the regional resettlement provision

8.2.7 The Supplier shall deliver effective account management capability and establishes and manages ongoing relationships with appropriate partners, including collaborative working with the Third Sector and relevant Government Departments.

8.2.8 The Supplier shall provide sufficient and appropriate vocational opportunities to meet the needs of those on the Specialist Support Programme. This requires the establishment and management of relationships with appropriate and supportive partners who can offer such opportunities in sufficient volume to meet the flow of Service Leavers through the programme.

8.2.9 The key features of account management for Specialist Support Services (CTP Assist) are:

- Integration with the Supplier's wider CTP management processes
- Proactive approaches to UK employers to generate a standing bank of appropriate and quality-assured vocational opportunities across all regions and Devolved Nations of the UK
- Sourcing and delivery of bespoke vocational opportunities in line with an individual's Personal Resettlement Plan
- Delivery and proactive management of a web-based portal as part of the wider Resettlement Programme information hub required to support the functionality described in Section 6 of this Services Description. This bespoke part of the jobs database is also accessible to those who are MD, not just those who require the Specialist Support Services. See also Section 10 (Digital) of this Services Description
- Developing and maintaining effective Partner engagement
- A clear link with the wider DRC
- Strong links with wider veterans' support and organisations

8.2.10 The Supplier shall maintain and integrates the Management Information System (MIS) for Wounded, Sick, and Injured (WIS) Service Leavers with the wider CTP resettlement programme's MIS.

Key features of the WIS MIS are:

- Linked directly to the CTP MIS (enabling WIS Service Leavers to access vocational opportunities that are specific to them together with the broader training and job finding opportunities available to all Service Leavers)
- Eligible individuals gain access at the earliest opportunity
- Clear access for eligible individuals to bespoke on-line support
- Clear linkage to wider on-line managed delivery of the overall resettlement Service
- Analytics allow the Supplier and the Authority to monitor usage
- Tracking of vocational outcomes to identify trends and support defined queries from approved organisations in support of veterans

8.2.11 The Supplier shall provide an effectively managed Vocational Assessment (VA) service, clearly identifying and fully supporting the career transition needs of all WIS Service Leavers.

8.2.11.1 The Supplier shall deliver and manage VA as part of an integrated resettlement programme (see 4.2) to identify and support the needs of WIS Service Leavers. The aim of VA is to assess an individual Service Leaver's fit against a vocational goal, to provide a comprehensive understanding of what might be their appropriate work options, and to maximise the individual's opportunity to enter sustainable employment.

8.2.11.2 The potential key issues facing WIS personnel can be considered under three categories: (1) biological; (2) psychological; and (3) social.

Within these three categories the key issues are:

- Dealing with change and managing reduced capabilities due to physical or psychological restrictions
- Developing new identities and direction for achieving a fulfilled and sustainable future
- Understanding the civilian world and building new and/or different social support structures
- Developing an understanding and the confidence to increase the Service Leaver's independence in civilian life

8.2.11.3 To address these issues, VA ensures that a Service Leaver's aspirations and goals, identified initially through self-analysis (see 8.3.6 below) and supported by a range of assessment tools, are realistic and individuals have the capabilities and competencies required to successfully achieve a sustainable outcome following the transition to civilian life.

8.2.11.4 The Supplier shall employ and operationally manages sufficient suitably qualified vocational assessors to deliver VA events to WIS personnel with a ratio of no greater than 1:4 (Vocational Assessor : WIS individual), with the Supplier's assessors meeting all the following minimum qualification requirements:

- British Psychological Society (BPS) Level "A" Occupational Testing
- Level B Intermediate Personality Assessment
- European Test Users Certificate (Work and Organisational Assessment)
- BPS Test Administration Certificates
- Minimum two years' experience in a vocational assessment role

8.3 Notes to Specialist Support Services

8.3.1 There are eleven Army Personnel Recovery Units (PRUs), one Royal Navy PRU, and one Royal Air Force PRU. The caseload ratio represents best practice for the provision of intensive case-working support to individuals facing significant obstacles to employment. It is judged that exceeding this ratio would carry considerable risk against CTP outcome levels.

8.3.2 A vocational opportunity is an activity or direct support that benefits an individual Service Leaver within the Specialist Support Services programme in identifying and pursuing their vocational goal. The Supplier maximises the number of employers who will deliver vocational opportunities to support this

vulnerable cohort. These vocational opportunities are integrated within the whole CTP Service including the Digital Service.

- 8.3.3 Currently within the SSP, much of the delivery expertise, relationships with both national and local employers, and access to additional vocational funding comes from the military charities. It is judged that this would be difficult and expensive to replicate at its current levels of quality and quantity, so the Supplier works collaboratively with these military charities to ensure continuity of Service.
- 8.3.4 Existing support beyond the Contracted CTP provision is provided by OGDs (e.g., the Department of Health (DH) and the Department for Work and Pensions (DWP)) and the charitable sector, so the Supplier puts in place appropriate relationships with these providers to ensure seamless support for this vulnerable group of Service Leavers.
- 8.3.5 Vocational Assessment is currently delivered through hybrid delivery with Royal British Legion Industries. Delivery to WIS Service Leavers takes place through a 10-day Recovery Transition Workshop (RTW) and a Core Recovery Event (CRE), or a standalone event for those unable to attend an RTW. The CRE annual programme is set by Regional Command on behalf of the single Services and the Supplier delivers the SSP Service in-line with this Services Description (Schedule 2).
- 8.3.6 Self-analysis has significant value in giving individuals a starting point to measure themselves. However, in general, the psychological sciences recognise only a modest correlation between self-view and actual behaviour or performance. Low-level achievers or individuals with cognitive difficulties (e.g., brain injury or mental ill health) are not likely to accurately measure their own abilities, necessitating a more in-depth Vocational Assessment to validate or reframe/redirect such views. Therefore, it is anticipated that the Supplier provides a Vocational Assessment capability that delivers a range of assessment based on the following factors:
- personality
 - interest inventories
 - ability and aptitude
 - psychological

8.4 Core Recovery Event (CRE) Programme

- 8.4.1 The Supplier shall deliver career change advice, guidance, and support to WIS Service Leavers during Core Recovery Events (CREs) at Personnel Recovery Units (PRUs) as directed by the Authority. Delivery includes:
- 8.4.1.1 Support to CRE workshops.
- 8.4.1.2 Support to CTW+ courses. CTW+ is a five-day course designed for WIS Service Personnel on the CTP Assist Scheme. More information can be found in JSP 534 Part 1, Section 4.
- 8.4.1.3 Provision of Quality Assurance of the interface between recovery and resettlement for those attending the CRE programmes; ensuring effective engagement and pipeline management across the single Services (Royal Navy, Army, and Royal Air Force).

- 8.4.1.4 Collation of data to support the Ofsted assurance of the Defence Recovery Capability (DRC).
- 8.4.1.5 Provision of administrative support to ensure effective delivery and integration of the CTP elements of the CRE Programme across the PRUs.
- 8.4.1.6 Provision of enduring access to CTP support to ensure coherence in the linkage between the CRE Transition workshop and CTW+.
- 8.4.1.7 Monitoring and analysis of Wounded Injured and Sick Management Information System (WIS MIS) and the CTP MIS for the purpose of providing the Authority with monthly data on Medical Discharge personnel, including (but not limited to):
- Specialist Employment Consultant (SEC) case load
 - Timeline analysis report
 - Vocational outcomes
 - Relationship Team Management
 - Client Engagement / Satisfaction
- 8.4.1.8 Sourcing, administration, and case management of appropriate employers to provide bespoke industry input to CRE Transition and CTW+ programmes.
- 8.4.1.9 Attendance and representation at Defence Recovery Board and Defence Recovery Working Group.

9. PERFORMANCE MEASURES AND MANAGEMENT REPORTING

9.1 Introduction

- 9.1.1 The success of the Contract will be judged based on the Supplier's achievement of defined Key Performance Indicators (KPIs) and Subsidiary Performance Indicators (SPIs), with reference to Contract Schedule 3 (Performance Levels). The Supplier makes every reasonable effort to optimise their performance under the Contract and provide the Authority with the necessary information against which performance can be measured objectively. For the performance of all the Service elements specified in the functional specifications of this Services Description, the Supplier follows Good Industry Practice as defined in Contract Schedule 3, Parts A and B.
- 9.1.2 The Supplier shall provide robust data on which the KPIs are measured and judged. The purpose of these performance measures is to:
- Clearly demonstrate the performance of the Supplier in key areas crucial to successful outcomes for the Contract and for Service Leavers
 - Over time, and at timescales agreed with the Authority, provide evidence of the trends that underlie Contract performance
 - Provide information to enable future Service planning by the Authority
 - Provide information on which to determine incentive payments

9.2 Functional Specification

- 9.2.1 Demonstrate how you will provide agreed management information on key performance measures. The KPIs against which the Supplier's performance of the Contract is measured are detailed at 9.2.2, below. The performance measures, supported by agreed Management Information, supplied by the Supplier, provide a comprehensive understanding of performance, the conditions prevailing, trends emerging, areas that require attention, and where improvements are required.
- 9.2.2 With reference to Contract Schedule 3 (Performance Levels), in summary the **Key Performance Indicators (KPIs)** and **Subsidiary Performance Indicators (SPIs)** against which the Supplier reports, include:
- 9.2.2.1 The percentage of Service Leavers registered for the categories of Services provided who successfully achieve suitable employment (or self-employment) on discharge from the Armed Forces and within six, 12, and 24 months of leaving. Suitability of employment refers to appropriateness in terms of skills, knowledge, experience and/or aspirations.
- 9.2.2.2 The take-up of training measured by the overall attendance on contract funded courses on the Vocational Training Programme (see 5.2.3).
- 9.2.2.3 Customer satisfaction rates, for the categories of Services provided, as determined from individual Service Leavers' satisfaction with key elements of the Service provided and with the Service overall.
- 9.2.2.4 Availability of the Digital Service.
- 9.2.2.5 The percentage of WIS programme Service Leavers who achieve their preferred vocational outcome (as stated in their Personal Resettlement Plan) within six, 12, and 24 months of leaving the Armed Services.

- 9.2.3 Social Value also forms part of the Contract's Performance Monitoring regime: the Social Value requirements in this Services Description have one linked formal KPI in the Contract, with reference to Contract Schedule 3 (Performance Levels). See Section 11 (Social Value) of this Services Description.
- 9.2.4 The Supplier shall provide effective Management Information in an agreed format and frequency. The Supplier shall provide detailed management reports for the Authority so that the quality of Service, levels of utilisation, and cost effectiveness can be assessed in detail across all elements of the Service provided, and improvements to the Service recommended. The format of the reports shall be agreed with the Authority. The reports are made available on:
- A monthly basis and cumulatively for the Contract year
 - A regional basis and cumulatively for Services provided as a whole
 - An employment sector basis

9.3 Notes to Performance Measures and Management Reporting

- 9.3.1 Contract Schedule 3 (Performance Levels) describes the Key Performance Indicators and Performance Indicators defined for this Contract (Part A), and Performance Monitoring (Part B). Schedule 3 also describes the Contract's Rectification Plan Process that applies in cases of delay, material default, and failure to meet key targets. The Contract Management Plan (see Section 2 of this Services Description) covers governance generally, including performance management.
- 9.3.2 It is important that Service Leavers are supported to achieve their employment aspirations as directly as possible after discharge. However, it is also important to be assured that this success is sustained, and the Supplier therefore remains engaged in fully supporting Service Leavers in their transition journey for the full two years of post-discharge support.
- 9.3.3 Take-up of the Services provided in general and for Contract-funded training is entirely voluntary on the part of Service Leavers and the Supplier plays a proactive part in encouraging Service Leavers to access CTP Services and maximise their engagement. The onus of responsibility rests with the Supplier for building the credibility of the Service on the eyes of Service Leavers.
- 9.3.4 Evaluation of customer satisfaction by the Supplier involves a range of methods capable of giving an accurate and objective account of strengths and weaknesses of the Services provided as perceived by Service Leavers. It is envisaged that these methods will involve questionnaires of Service Leavers employed at both pre- and post-discharge points.
- 9.3.5 The exact nature of form and content of regular management information provided to the Authority will depend upon tenderers' approach to Service delivery, with reference to Contract Schedule 24 (Reports and Records Provisions).

10. DELIVERING DIGITAL SOLUTIONS

10.1 Introduction

10.1.1 The MOD's Digital Strategy for Defence was published on 27 May 2021, and it outlines the Authority's vision for where digital in Defence needs to be by 2030. This includes a greater exploitation of data and the cloud-based integration of systems and enabling a system-of-systems approach.

10.1.2 Today, Digital solutions already play a part in the delivery of career transition and resettlement support to Service Leavers. As the Authority undergoes Digital transformation over the coming years, the Digital service provided by the Supplier develops and evolves in parallel, taking advantage of the new opportunities for integration and data sharing that the wider Defence digital strategy will naturally create.

10.1.2.1 REDACTED

10.1.3 The Authority places a central focus on Digital as a key enabling suite of technologies and online services that will improve Service Leavers' awareness of what the CTP can offer to them, increase access to guidance and information to help Service Leavers to make informed and intelligent decisions, increase the overall uptake of CTP services among the four cohorts of Service Leavers, and offer new ways to provide Service Leavers with individually tailored information and guidance, that will ultimately lead to better outcomes for our people.

10.1.4 Making Digital a central plank of CTP delivery means a Service Leaver will be able to find all relevant career transition and resettlement information and guidance, roadmaps, processes, forms, search options, and allied systems all in one place, accessed from any kind of device.

10.1.5 The Authority's vision for the CTP Digital service is to achieve a "one stop shop" or online portal, where a Service Leaver can find everything they need to explore their career transition and access the relevant services and support they need to move forward, including booking resettlement leave and training courses and events, for example. The Digital service tailors the information and resources it presents to the Service Leaver based on the search queries, choices, and identifying information that the Service Leaver inputs, ensuring the data presented to them is timely, relevant, helpful, and current. This will require the integration of existing MOD applications with cloud-based secure data exchange enabling the Digital Service to develop, innovate, and evolve across the full duration of the multi-year Contract.

10.1.6 Under the multi-year duration of this Contract, the Authority expects the role of Digital in CTP to develop very significantly and to continually improve in each year of the Contract, both to stay current (including look and feel, design, speed, security, and responding to societal and regulatory changes), but also to take advantage of new opportunities in technology and system integration options as they emerge. The Authority requires that the Digital provision under this Contract is maintained as a fit-for-purpose and modern service for the full duration of the Contract; given the speed of change in online services generally in society, and the changing expectations of Service Personnel, maintaining the currency, relevance, and attractiveness of the Digital service requires multiple major updates to the Digital service during the Contract's multi-year lifecycle.

- 10.1.7 The Authority places Digital at the heart of the strategy for CTP and resettlement and expects the Supplier to work collaboratively with the Authority to plan an iterative development roadmap for the Digital CTP Service that evolves over time with formal updates to keep the Digital offering fresh, modern, and innovative, and that offers benefits to the efficacy and efficiency of Service Leavers' career transitions. This development roadmap forms part of the Supplier's agreed Digital Delivery Strategy.
- 10.1.8 Prior to signing the Contract, the Supplier provides the Authority with an Outline Implementation Plan (OIP) that includes the outline Digital Delivery Strategy (including headline transition and development plans for the digital service and initial technical plans and key milestones and dependencies). Post-Contract signing and within 20 working days, the Supplier provides the Authority with the full Detailed Implementation Plan (DIP), which describes in detail the Supplier's Digital Delivery Strategy, the plans for the digital service, and the roadmap for its development over the full Contract term, including taking advantage of the Authority's introduction of cloud-based systems (from 2024).

10.2 **Functional Specification**

- 10.2.1 During the Contract Transition Period the Supplier shall work collaboratively with the Authority to develop the initial Digital Service. By the Operational Services Commencement Date for this Contract (post-Transition Period, Full Operational Capability), the Supplier provides a **minimum** Digital service that includes:
- 10.2.1.1 A modern website using contemporary technologies that displays all current CTP documentation and guidance relevant to a Service Leaver, with current links to other relevant information, in an accessible and easy to use format. The website enables a Service Leaver to understand their eligibility for CTP services, what CTP offers to them if they are eligible, and allows them to explore the various options (including training) that are on offer.
 - 10.2.1.2 Access to CTP services through Service Leavers' User Access Devices.
 - 10.2.1.3 Software refresh to adapt the Digital service and remain current with changes to core web browser technical standards and updates to the operating systems used by common User Access Devices.
 - 10.2.1.4 Content refresh throughout the contract term to maintain a modern, accessible, and enjoyable user experience, measured by the percentage of eligible Service Leavers in a given financial year who access the website and then access services advertised there (with reference to Contract Schedule 3 (Performance Levels)).
- 10.2.2 'Morphic' website technologies to tailor the website interface based on the initial user cohort and then refine this depending on the requirements and search history of the individual Service Leaver.

- 10.2.3 Technology such as QR Codes on CTP documentation and the CTP website to signpost relevant information to Service Leavers, download information to User Access Devices and suggest target sources of additional information.
- 10.2.4 Between the issue of the Invitation to Negotiate (ITN) and Contract Award, there will be negotiation between bidders and the Authority. During the negotiation period, the Authority works with bidders to develop and agree commercial models with capped rates for working on changes to the Digital service when these are formally requested by the Authority. The Authority and bidders will also agree definitions for “minor” and “major” changes to the Digital service (and agree definitions for the resourcing and timescales for undertaking such agreed changes) so that there is a defined mechanism for agreeing capped costs for any planned changes, with reference to Contract Schedule 22 (Change Control Procedure).
- 10.2.4.1 An example of a potential “major” change request is for integrating the CTP Digital service with existing MOD personnel systems so that course booking and leave booking activities can all be performed from within the CTP website. The Supplier enables data exchange with current MOD systems such as the Joint Personnel Administration (JPA) system and Defence Medical Information Capability Programme (DMICP) system to enable this functionality.
- 10.2.5 During the Transition Period the Supplier shall deliver to the Authority a Digital Delivery Strategy (as part of the Detailed Implementation Plan) that details how the Supplier approaches the 10-year lifecycle of the Digital service and plans for keeping the Digital service current and innovative over time, while increasing the uptake of CTP services among Service Leavers year-on-year. The Digital Delivery Strategy explains how the Supplier provides the Authority with a ‘modern’ website [HTML5 and CSS], keeping it updated with emerging technologies and design over the contract term. The Digital Delivery Strategy also describes how the Supplier will enable data exchange with the MOD’s planned (indicative timeframe 2024/25) switch to cloud-based systems.
- 10.2.6 **Operational Hours** for the Digital Service are 24 hours a day, 7 days per week, days per year.

11 **SOCIAL VALUE**

11.1 **Functional Specification**

11.2.1 Policy Outcome 1: Effective stewardship of the environment.

This is the Authority's first Social Value requirement. The Supplier shall:

- 11.2.1.1 Influence staff, suppliers, customers, and communities through the delivery of the Contract to support environmental protection and improvement.
- 11.2.1.2 Support and enables Service Leavers to enter the sustainable/renewable/net zero/green energy and green industry sectors.
- 11.2.1.3 As part of the Contract tendering process, the Supplier issues a Method Statement to the Authority for assessment stating how this requirement (described in 11.2.1.1 and 11.2.1.2, above) will be planned and achieved. The Authority approves the Method Statement, and it is incorporated into the Contract as one element of the Supplier's Detailed Implementation Plan (DIP).
- 11.2.1.4 The Method Statement includes a project plan showing key activities, timescales, and key dependencies plus a process map, demonstrating how the Supplier implements this Social Value commitment and the related timescales for its delivery.
- 11.2.1.5 The Method Statement describes in detail how the Supplier proposes to monitor, evaluate, and report on this commitment and the impact of their specific proposals to promote effective stewardship of the environment. This will include but not be limited to:
 - evaluation criteria and methodology
 - the use of metrics
 - tools/processes used to gather data
 - reporting
 - feedback and improvement
 - transparency

11.2.2 Policy Outcome 2: Create new businesses, new jobs, and new skills.

This is the Authority's second Social Value requirement. The Supplier shall:

- 11.2.2.1 Create opportunities for entrepreneurship and helps new organisations to grow, supporting economic growth and business creation.
- 11.2.2.2 influence staff, suppliers, customers, and communities through the delivery of the Contract to support this Policy Outcome, for example, through engagement with its own staff and subcontractors, Service Leavers and CTP personnel, co-design/creation, training, education, partnering/collaborating, and volunteering.

- 11.2.2.3 As part of the Contract tendering process, the Supplier issues a Method Statement to the Authority for assessment stating how this requirement (described in 11.2.2.1 and 11.2.2.2, above) will be planned and achieved. The Authority approves the Method Statement, and it is incorporated into the Contract as one element of the Supplier's Detailed Implementation Plan (DIP).
- 11.2.2.4 The Method Statement includes a project plan showing key activities, timescales, and key dependencies plus a process map, demonstrating how the Supplier implements this Social Value commitment and the related timescales for its delivery.
- 11.2.2.5 The Method Statement describes in detail how the Supplier proposes to monitor, evaluate, and report on this commitment and the impact of their specific proposals to create new businesses, new jobs, and new skills. This will include but not be limited to:
- evaluation criteria and methodology
 - the use of metrics
 - tools/processes used to gather data
 - reporting
 - feedback and improvement
 - transparency

Annex C: DEFINITIONS

A comprehensive **Glossary of Acronyms** for resettlement is contained in JSP 534 Part 1, available for download here: [Tri-service resettlement manual \(JSP 534\) - GOV.UK \(www.gov.uk\)](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/282221/Tri-service_resettlement_manual_JSP_534.pdf).
