**Specification for Delivery Partner – GLA 82538 Migration Sector Wellbeing and Resilience Programme**

The Greater London Authority‘s (GLA) Migration team is seeking an organisation(s) to work in partnership with the GLA to deliver the Migration Sector Wellbeing and Resilience Programme.

The work will be delivered from January 2024 – March 2025.

**About the GLA Migration Team**

The Migration team is part of the Communities and Social Policy Directorate within Greater London Authority. It works closely with the Financial Hardship, Equality and Community Engagement teams. Sub teams include Migration and Refugees, Rough Sleeping and Homelessness, Substance Misuse and Migration, ESOL, Insecure Immigration Status, Migrant Exploitation, Refugee Resettlement, Asylum, Humanitarian Response, and Hong Kong Integration Team.

**About the Migration Sector Wellbeing and Resilience Programme**

1. **Overview**

The Greater London Authority (GLA) wishes to commission an external partner to deliver the Migration Sector Wellbeing and Resilience Project to support frontline organisations working in the migration sector, their staff, volunteers and contractors.

1. **Background**

Research[[1]](#footnote-1) published by Refugee Action found that ‘76% of refugee and asylum organisations said they were “surviving” when it comes to staff wellbeing and the top 3 wellbeing issues reported were overwork, financial worries and cost of living, and stress and anxiety.’

The migration sector, including refugee and asylum services, has been severely impacted by multiple global crises. Large scale displacement of people, including most recently from Afghanistan and Ukraine, amidst a global pandemic have increased pressure on services significantly. Government policies have exacerbated the impact for many frontline organisations, navigating increasingly complex and hostile environments while seeing a decrease in their overall funding.

In May 2023, GLA’s Migration Team organised an emergency summit on the Illegal Migration Bill. The Summit was attended by over 200 participants from the wider refugee and migration sector, civil society and local authorities. Participants discussed burn-out among staff working in the sector and expected the Bill to cause the mental health of people seeking asylum to deteriorate and increase stress for staff and volunteers who support them. The discussions concluded that ‘All sectors need to consider holistic needs of frontline organisations, considering the mental health impact and burn-out for organisations dealing with the impact of the legislation, especially ‘by and for’ organisations’.

GLA collated feedback from organisations it supports through the Migrant Advice and Support Fund (MASF) on the existence of mental health support for their staff and volunteers. Most grantees identified the need for training on vicarious trauma and burn-out as gaps in their current staff support. Counselling, team away days and embedding mental health support in their policies and procedures were also identified. Out of 10 organisations, only two have existing policies and procedures.

Frontline staff and volunteers at these organisations work closely with vulnerable service users who may have experienced significant trauma. Some will have had similar lived experience themselves and are at risk of being retraumatised, and all may experience vicarious trauma or burnout through exposure to the experiences of service users. Their commitment to their work can make it difficult to set professional boundaries for their own wellbeing and work in a sustainable, supportive environment. In addition, people working in the sector are impacted by the hostile political environment and increase in far-right attacks which limit their capacity to support people and makes it hard to maintain hope.

The Wellbeing and Resilience Project is a 15-month programme intended to support the migration sector to embed best practice systems and resources to support the wellbeing of practitioners, protect them from burnout and vicarious trauma, embed healthy working models in their policies and procedures and promote peer learning and collaboration. The programme will be designed in consultation with the recipients of the Migrant Advice and Support Fund (MASF), and the Hong Kong Community Fund, which includes organisations representing newly arrived and historically underserved communities including Deaf communities, LGBQI+ migrants and Windrush families, as well as new arrivals under the Hong Kong BN(O) visa. As practitioners in this field, community groups are the experts on what wellbeing means. Their insight will need to be centred by the organisation(s) leading the project to ensure that the programme meets the various needs of community partners.

We expect the core service to be delivered to at least 20 organisations, including all 10 grantees under the MASF programme and a selection of organisations working with the Hong Kong and Ukrainian communities. Ideally, we would like the service to be offered as widely as possibly to a diverse range of organisations, provided this does not impact the quality of service provided.

We are flexible about the method of delivery, which may include a more in depth offer to a smaller core number of organisations with elements of the service provided more widely.

1. **Intended Outcomes & Objectives**

The programme will be delivered over a 15-month period[[2]](#footnote-2), with delivery of the programme to be designed by the commissioned partner and responsive to the needs of the cohort in the migration and asylum sector. It’s expected that the commissioned partner will undertake pre-delivery engagement with the MASF grantees to understand and prioritise needs and inform the design of the programme.

 The objectives of the Project are to:

* Build resilience of organisations working in the migration sector and their frontline staff, contractors and volunteers amid difficult times for the sector in the UK, with attention to specific needs and extra pressure on those with lived experience. Modes of delivery will be co-designed with MASF grantees and other intended recipients, but we expect the programme to provide some combination of training, one-to-one coaching at senior level and action learning.
* Support organisations to create a culture of wellbeing in their work and set a minimum required threshold of care.
* Support organisations to embed long-term mental health support and wellbeing models into their policies, procedures and modus operandi.
* Identify and highlight best practice within the migration sector and encourage peer learning and support in the face of the challenges it faces in the UK.
* Provide a structure to enable organisations to protect from, identify and respond to burn out, stress and vicarious trauma in staff, contractors and volunteers.

We expect these objectives to be met through a combination of training, bespoke organisational support and online resources, with flexibility around the proportion of each element.

**3.1 Key operational deliverables**

The GLA would like the following essential services to be delivered:

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| Services    | Description    |
| Inception and planning     | The provider should be available to attend an inception and planning meeting with the GLA in January 2024. The provider should provide an outline plan for project delivery before the planning meeting.    |
| Design and format    | The programme should be designed to achieve the objectives set out above between January 2024 and February 2025, with the final evaluation report submitted by March 2025. |
| Core programme elements    | The provider should build the following elements into the programme : * Pre-delivery engagement with MASF grantees to identify and prioritize needs
* A programme which covers all the elements set out in Section 3
* Workshops and one-to-one sessions with grantees
* Ongoing support and/or resources to enable organisations to develop their own policies and practices around staff wellbeing.
* Capacity building and enabling which may include disbursement of small grants to supported organisations
* Clear mechanisms to capture and reflect on learning – supporting participants to share their stories and experience and encourage mutual learning and support.
* Monitor projects to feed into the end of programme report
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| Engagement with the GLA    | The provider should hold regular update meetings with the GLA. The frequency and format for these will be agreed during the inception and planning meeting. The provider will be responsible for keeping the GLA programme team informed and updated on project activity, this includes escalating any risks and issues in good time with appropriate mitigating actions.     |
| End of programme report    | The provider should produce a full report that addresses the objectives set out above and includes: a summary of the sessions; case studies on how the programme supported staff with mental health issues throughout the project; and any learning for future projects. This report should be produced in an easily digestible format and presented in both Word and PowerPoint. We may ask the provider to present the final report in person to the GLA and partner organisations.   |

**4. Programme indicative timeline**

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| **Activity/Milestone**  | **Timeline**  |
| Submit an outline plan for the design and delivery of the project  | January 2024  |
| Inception and Planning meeting with GLA Migration Team and Grant Manager  | February 2024 |
| Co-design and format the programme  | January 2024-March 2024  |
| Deliver core programme elements with regular programme update meetings with GLA programme team  | March 2024 – February 2025 |
| Full end of programme report  | March 2025  |

* **Price:**
* The budget for the requirement of these services is £140,000
* Prices must be provided on a fixed-cost basis and must exclude VAT
* Payments will be made upon evidence of satisfactory milestone achievement and in accordance with the following payment schedule and weighting:

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| **Payments** | **Achievement/evidence**  | **Payment weighting**  |
| Payment 1  | Milestone 1: Signed contract and inception meeting with GLA – January 2024 | 25%  |
| Payment 2  | Milestone 2:  Submission of co-designed format and detailed delivery plan – April 2024  | 25%  |
| Payment 3 | Milestone 3: Project in delivery phase and first round of outputs produced & peer support network in place – August 2024  | 25% |
| Payment 4 | Milestone 4: completion of delivery phase and submission of final report – March 2025 | 25% |

1. [Wellbeing Discovery Report: How might we improve the wellbeing of people working in the migration, refugee and asylum sector? March 2023](https://assets.website-files.com/5eb86d8dfb1f1e1609be988b/640a0dda9c01f519ff756de7_Wellbeing%20Discovery%20Report%20-%20March%202023%20Final.pdf) [↑](#footnote-ref-1)
2. To be completed by end of March 2025. [↑](#footnote-ref-2)