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# PURPOSE

## Immigration Enforcement (IE) contributes directly to the Home Office core priorities of reducing immigration, cutting crime, preventing terrorism and supporting growth. Immigration Enforcement is responsible for robust enforcement of the immigration law and for tackling the criminality behind illegal migration.

## The coming year will see many challenges and opportunities for Immigration Enforcement. The changes and new powers conferred by the Immigration Act will support us in our efforts to work with public and private sector partners to make it increasingly difficult for people to remain in the UK unlawfully and profit from immigration abuse.

## A key objective for Immigration Enforcement will be for us to transform our capability and productivity to meet these demands. Our transformation will be underpinned by a new enforcement strategy, framed around the 4 Ps; Prevent, Pursue, Protect, Prepare. This is a model used in the wider law enforcement and intelligence community.

## However IE has continued to see a year on year increase in Bullying, Harassment and Discrimination (BHD) scores in its annual People Survey results.

## Immigration Enforcements immediate focus is the design and delivery of a transformational Conflict Resolution Program. This will form part of our Bullying, Harassment and Discrimination action plan 2016-2018.

## A key part of the Conflict Resolution Program is to equip staff with a range of practical skills and techniques to drive cultural change leading to increased employee engagement and wellbeing (reducing employee stress, absence and sickness) by addressing workplace issues including BHD, relationship breakdowns, communication problems and personality clashes. The aim is to change the culture in IE through increased awareness of behaviours, education of staff, building resilience and understanding how to reduce instances of BHD.

## Through a structured Early Conflict Resolution program within IE we can deliver:

### A future focused and solution focused approach to resolving conflict at the earliest opportunity which will restore trust amongst management and employees and equal a win/win situation.

### Deliver a faster and more immediate impact by addressing the root cause of the situation.

### Resolve conflict in a personable and trusted manner which restores and builds relationships which directly increases employee engagement.

### Light touch approach to conflict is highly likely to improve morale and productivity and reduce time spent on grievances and the formal complaints procedure.

### Increase staff engagement and reduce BHD scores in the annual people survey results.

# BACKGROUND TO THE CONTRACTING aUTHORITY

## IE contributes directly to the Home Office core priorities of reducing immigration, cutting crime, preventing terrorism and supporting growth. Our mission is to reduce the size of the illegal population and prevent harm caused by foreign nationals.

## IE’s strategic objectives are:

### A reduction in the size of the illegal migrant population;

### A reduction in the harm to the UK from illegal migration;

### An increase in the number of illegal migrants leaving the UK;

### An increase in the number of Foreign National Offender (FNO) returns;

### The criminality behind immigration abuse tackled.

# Background to requirement/OVERVIEW of requirement

## Immigration Enforcement needs to significantly reduce its levels of bullying, harassment and discriminationscores based on the People Survey results. Analysis of previous people survey results (2015/2016) including deep dives lead IE to conclude that a collaborative approach to reducing BHD through the adoption of a Conflict Resolution Program will reduce our BHD scores and increase staff engagement.

## Our understanding is organisations within the private sector have achieved significant reductions through adopting a Conflict Resolution Program.

## It is anticipated that the introduction of a Conflict Resolution Program will increase employee engagement and wellbeing (reducing employee stress, absence and sickness) by addressing workplace issues including BHD. Academic research suggests that 95% of cases are based on misunderstanding and miscommunication rather than intentional bullying, relationship breakdowns, communication problems and personality clashes.

# definitions

|  |  |
| --- | --- |
| Expression or Acronym | Definition |
| BHD | Means bullying, harassment and discrimination |
| FNO | Means Foreign National Offender |
| IE | Means Immigration Enforcement |

# scope of requirement

## Immigration Enforcement wish to support the development of a different type of workplace culture, where employees are equipped with the skills and confidence to better handle differences at work and, through better management of conversations, are able to resolve challenges. The aim is to improve interpersonal interactions in the workplace and a reduction on the use of formal complaints (such as bullying, harassment and discrimination) to resolve these types of conflicts.

## The programme is envisaged as a pilot scheme for approximately 5000 employees; developing and building their practical interpersonal skills in order that they are better able to manage difficult conversations, challenging moments and workplace relationships more effectively. This will enable staff to improve their responses to issues such as communication problems, relationship breakdown, different working styles, leading to more effective outcomes for all employees and fewer complaints, in particular bullying and harassment. For this part of the programme we envisage 1500 – 2000 employees to take part in the training.

## In particular Immigration Enforcement is looking for a programme that provides employees with an indicative list of deliverables that are required from the successful bidder for this project. This is includes:

### An understanding of their own responses to conflict.

### Understand the causes, consequences and context of workplace conflict.

### Learn the values and principles of Early Conflict Resolution.

### Understand the principles of neutral assessment to resolving conflict at the earliest opportunity which will restore trust amongst management and employees leading to a win/win situation.

### Develop communication skills necessary for Conflict Resolution Program (Active Listening/Empathy).

### Understand the difference between positions, interests and needs.

### Develop problem solving methodologies for solving work place conflict.

### Identify and address the root cause of the situation.

### Be able to overcome blocks, barriers with patience and respect.

### Develop the ability to resolve conflict in a personable and trusted manner – one which restores and builds relationships and increases employee engagement.

### Deliver a cultural ‘feel’ towards the organisations commitment to transformation – encouraging a culture of mutual trust and fairness in the workplace.

### Develop a light touch approach which is highly likely to improve morale and productivity and reduce time spent on grievances and the formal complaints procedure.

### The training is relevant to the workplace and achieves a shift in Attitude, Behaviour and Confidence around dignity at work issues.

# The requirement

## IE welcomes proposals about how we can improve staff engagement and reduce bullying, harassment and discrimination which has been on the increase during the past two years (18% & 20%). It is clear inaction isn’t a viable option and we have a People Strategy which recognises the need to transform as an organisation in preparation for 2020 and beyond.

## To support IE in fully executing and embedding the change, we have a people strategy which has 5 strands:

### Leadership

### Culture Call

### Workforce

### Talent & Valuing Difference

### Learning & Skills

## The ‘Golden Thread’ that underpins all the strands is embedding equality, diversity and inclusivity at the heart of the People Strategy. We will utilise appreciative inquiry methodology to embed cultural change. Moreover we are transforming our Performance Management system from ‘Guided Distribution’ to a Grow Model’ encouraging growth through a coaching style of engagement. Being able to resolve conflict will be essential in this transition and a vital intervention program.

## We now require assistance to fill the gap between mediation and inaction by introducing an early Conflict Resolution Program which assesses risks by identifying solutions to work related conflict that will reduce bullying, harassment and discrimination scores and enable IE to realise its vision for 2020.

## This document provides the high level outline, and we expect prospective suppliers to detail activities that they would carry out to deliver the products, such as training, interviews, diagnostic assessment, tools and techniques. We intentionally do not prescribe the team structure which suppliers will use to deliver, although we expect proposals to provide full details.

## Immigration Enforcement is an area of significant ministerial and stakeholder interest. In order to successfully deliver this project, the successful bidder will need to demonstrate:

### Extensive practical experience of organisational conflict resolution design methodology;

### Extensive practical experience of working across multiple sectors;

### Successful and sustainable design and delivery in a challenging resource environment;

### An awareness of law enforcement.

## Cross government and non-government partnership and operational activity is governed by legislation, compliance with internal policies and procedures and government code of practices. Information sharing can therefore be restricted in certain circumstances.

## We propose the following structure for the program (accepting that some will run concurrently):

## Aim: To develop and commence roll out of an Early Conflict Resolution Programme by no later than April 2017, to an organisation with 5,000 employees at various grades. Training to be completed by December 2017. However, for this part of the programme we envisage 1500 – 2000 employees to take part in the training.

## A key part of the Early Resolution Program is to equip staff with a range of practical skills and techniques to drive cultural change leading to increased employee engagement and wellbeing (reducing employee stress, absence and sickness) by addressing workplace issues including BHD.

## The outcome from this programme should see a reduction in BHD within our People Survey in October 2017 as well as an increase in employee engagement.

### Objective 1 – to develop a suite of communication products in support of the Early Conflict resolution Programme (April 2017);

### Objective 2 – to provide a core group of professional facilitators and to commence delivery of face to face training in Early Conflict Resolution by April 2017. Concluding training by December 2017;

### Objective 3 – to develop internal capability for train the trainer programme so that our own facilitators can provide the training package rolled out at objective 1. This is to ensure a sustainable legacy. This is to run concurrent commencing June 2017.

### Objective 4 – to undertake evaluation of the programme to provide IE confidence that staff are competent in managing their own conflict in December 2017.

# key milestones

## The Potential Provider should note the following project milestones that the Authority will measure the quality of delivery against:

|  |  |  |  |
| --- | --- | --- | --- |
| **Stage** | **Milestone** | **Description** | **Timeframe** |
| 1 | Timeline/Activity schedule | Project plan and schedule of activities, including breakdown of deliverables. Ensure risks and issues are identified and mitigated. | To be completed and agreed within 5 working days from the start of the contract. |
| Progress Review Meetings | Provide an update on the progress made against the contract deliverables. | Verbally – WeeklyWritten – Monthly (TBC) from contract start date |
| Draft report | Report to cover all contract deliverables. | To be completed within 12 weeks from the start of the contract |
| 2 | Final report | Report to cover all contract deliverables. Delivery and presentation of final contract report. | To be completed in April 2018. |
| Final sign off | Evaluation and lessons learned.Project closure and evaluation. | To be completed in April 2018. |

# authority’s responsibilities

## The Authority will ensure that the Provider will be given access to documentation relating to HR Policy and the current Mediation Policy.

# reporting

## The Provider will be required to give a verbal update on the progress made against the contract deliverables on a weekly basis up to the presentation of the final report. This will take place in 2 Marsham Street, London SW1P 4DF.

# volumes

## The suppliers are expected to deliver, as a minimum:

## Development of an Early Conflict Resolution Programme (Objective 1 - 6.11.1)

## Delivery of Face to Face Training of the Early Conflict Resolution Programme (Objective 2 - 6.11.2) Training of at least 1500 to 2000 staff members is expected here.

## Development of Train the Trainer Programme to ensure our own facilitators can provide training of the Early Conflict Resolution Programme. (Objective 3 - 6.11.3)

## Undertake an evaluation of the Programme and feedback to Immigration Enforcement (Objective 4 – 6.11.4)

# continuous improvement

## The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

## The Supplier should present new ways of working to the Authority during face to face weekly Contract review meetings.

## Changes to the way in which the Services are to be delivered must be brought to the Authority’s attention and agreed prior to any changes being implemented.

# Sustainability

## Not applicable to this requirement.

# quality

## Immigration Enforcement is an area of significant ministerial and stakeholder interest. In order to successfully deliver this project, the successful bidder will need to demonstrate:

### Extensive practical experience of conflict resolution;

### Extensive practical experience of working across multiple sectors;

### Successful and sustainable delivery of early resolution training within a challenging resource environment;

### An awareness of law enforcement

# PRICE

## The services will be delivered within a capped cost.

## The budget for this requirement is £80,000.00 ex VAT.

## Prices are to be submitted via the e-Sourcing Suite and detailed within Appendix E excluding VAT.

# STAFF AND CUSTOMER SERVICE

## The Authority requires the Potential Provider to provide a sufficient level of resource throughout the duration of the Immigration Enforcement Early Resolution Project in order to consistently deliver a quality service to all Parties.

## Potential Provider’s staff assigned to the Immigration Enforcement Early Resolution Project shall have the relevant qualifications and experience to deliver the Contract.

## The Potential Provider shall ensure that staff understand the Authority’s vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

# service levels and performance

## The Authority will measure the quality of the Supplier’s delivery by:

|  |  |  |  |
| --- | --- | --- | --- |
| KPI/SLA | Service Area | KPI/SLA description | Target |
| 1 | Within 12 weeks of contract start | Draft report delivered and presented | 98% |
| 2 | With 51 weeks of contract start | Final report delivered and agreed; evaluation completed | 100% |

## If the supplier does not deliver to agreed performance standards, the Authority may withhold payment.

# Security requirements

## Supplier staff will need to obtain Counter Terrorism Check (CTC) level security clearance to undertake this work.

# intellectual property rights (ipr)

## All documents originating from and pertaining to Immigration Enforcement will remain property of the crown.

# payment

## Payment will be made in two stages:

## 80% of payment upon the successful delivery and presentation of the draft report as outlined within the table at 7.1 (stage 1).

## 20% upon completion of the final report and evaluation. As outlined within the table at 7.1 (stage 2).

## Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.

## Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

# additional information

## Not applicable to this requirement.

# Location

## Due to the geographical spread of our organisation, the base location can be confirmed once the contract has been awarded to a supplier. However, the requirement for regular contact with senior leaders based in London will be taken into consideration. Travel to other Immigration Enforcement sites will be required as appropriate. Any costs associated with travel to / from the base location will be at the Contractor’s expense. However, travel will be reduced as much as possible through the use of email, telephone and video conference facilities.

## Where official travel is required by Contractor personnel in connection with the deliverables, it will be limited to the appropriate Home Office rates and approval must be obtained, in writing, from the Authority’s appointed Contract Manager before any expenses are incurred.