



Home Office

AUTHORITY: The Secretary of State for the Home Department

Contract for the provision of the Refugee Employability Programme

Schedule 2 Specification

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1. Overview

Introduction In March 2021, the Authority published the New Plan for Immigration (NPI) which set out the then government's intentions to build a fair but firm asylum and migration system. The Nationality and Borders Act is the legislative vehicle that implements the NPI, and which received Royal Assent on 28 April 2022.

- 1.2 An Enhanced Integration Package (EIP) was announced as part of the NPI, setting out the Authority's commitment to offer an 'enhanced integration package' to 'support refugees to integrate and become self-sufficient more quickly'. This package is designed to support refugees, arriving via safe and legal routes, to access the tools they need to become fully independent and provide for themselves and their families. The core element of the package is to provide 'tailored and flexible employment support arrangements to refugees arriving to help accelerate their progress as they adjust to life' in England.
- 1.3 The EIP will be delivered under the name 'Refugee Employability Programme' (REP).
- 1.4 Delivery of the REP supports the Authority's Outcome Delivery Plan (2021 - 2022) objective to strengthen the immigration system by protecting the vulnerable, preventing illegal migration and asylum abuse, and reinforcing a strong and secure border. The Authority is reforming the asylum system by tightening asylum policies and improving the quality of decision making, while continuing to offer protection via resettlement routes, including helping individuals to integrate into the country and secure employment.
- 1.5 To support the design and development of the REP, the Authority ran a six-week consultation process between 24 March 2021 and 06 May 2021. This involved the participation of over 8,500 people across stakeholder groups and the general public. The consultation showed support for an enhanced integration support package that considers elements such as support in accessing employment, language and social bonds, building on the approaches set out in the Indicators of Integration Framework (published in June 2019). Following this consultation, the Authority commissioned an internal Policy Lab to co-design an evidence-based support package. The process involved engagement with refugees and over 90 refugee integration stakeholders to ensure a user-centric approach and built on the evidence base of what enables good integration outcomes.
- 1.6 The REP is designed to align with and complement existing integration support delivered across mainstream services and the voluntary sector. The REP will complement existing provision by offering a further service for refugees who would benefit from additional support to progress along the journey to self-sufficiency. The Authority recognises the widespread and impactful support that is delivered to support refugees in England. The REP is designed to complement and support these existing services, not replace, or change them.

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- 1.7 As integration and employability are devolved policies, the Authority is responsible for ensuring refugees are fully supported in starting their new lives in England.
- 1.8 Holistic integration is a cross-government priority. As such we will seek to deliver the REP with the support of:
- the Department for Levelling Up, Housing and Communities (DLUHC);
 - the Department for Work and Pensions (DWP);
 - the Department for Education (DfE);
 - the Department of Health and Social Care (DHSC);
 - the Department for Digital, Culture, Media and Sport (DCMS);
 - the Department for Business, Energy and Industrial Strategy (BEIS); and
 - and other government departments and local government.

Guiding Principles

- 1.9 The overarching aim of the REP is to enhance the support already provided to refugees to help them integrate and become self-sufficient more quickly. The design of the REP has been informed by the following guiding principles:
- 1.9.1 The Service should support refugees into sustainable employment, or self-employment, more quickly. To guarantee timely and long-lasting impact, the main objective should be to quickly support refugees into sustainable work that is tailored to the individual refugee's needs and skills.
- 1.9.2 The Service should support a holistic approach through partnership working. The journey to employability and securing work is supported by many factors. The Service should align with existing local services to ensure a joined-up package of support for each refugee.
- 1.9.3 The Service should be accessed only by those who require extra support. Refugees should access mainstream services such as the DWP Job Centre Plus (JCP) Network and the DfE Adult Education Budget (AEB) as the primary offer of support. This Service should only seek to support those who are assessed as needing additional support in addition to these services (in that they would not be able to progress to self-sufficiency with mainstream support alone).
- 1.9.4 The Service should embed national standards while enabling a regionally tailored support offer. A national standard will apply to the Service through the contracting arrangements, to ensure a consistent standard of quality service provision. However, this standard should grant the space to Suppliers to tailor delivery to both regional needs and the needs of the refugee, in recognition that the strongest delivery model will be that which responds to the regional context and its specific delivery challenges.

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Summary of the The REP will be delivered across each of the nine geographical areas of the Strategic Migration Partnerships (SMP) in England: North West, North East, Yorkshire and Humber, West Midlands, East Midlands, East of England, London, South West and South East.

- 1.11 The REP will provide a package of tailored support for refugees who face barriers to employment which cannot be fully addressed by mainstream employment programmes. The REP will deliver across three pillars of activity: employment support, English language support and integration support.
- 1.12 The cohorts currently eligible for the REP are as follows; (Eligibility is discussed further in paragraph 2.1).
 - UK Resettlement Scheme (UKRS);
 - Afghan Citizens' Resettlement Scheme (ACRS);
 - Afghan Relocations and Assistance Policy (ARAP);
 - Refugee Permission to Stay;
 - Community Sponsorship Scheme;
 - Mandate Resettlement Scheme; and
 - Refugee Family Reunion
- 1.13 The Service will be delivered through a case working model. Each refugee will be allocated a Case Manager to assess their needs and develop a Personal Development Plan which will record objectives and track all activity to develop a refugee's employability, such as, but not limited to, setting up work experience, learning about cultural differences, workplace English classes and signposting to mainstream and specialist services. The service package the refugee is eligible for will guide the specific activity covered in the Personal Development Plan.
- 1.14 The contract will initially run for two (2) years with an optional extension period for two (2) years on a one (1) year + one (1) year basis.
- 1.15 The value of the contract will be capped. The budget cap ("the cap") has been introduced to promote effective cost management across multiple contractual lots. The cap will be set on a Contractual Year basis; and can only be revised at the Authority's discretion. The cap for the current term of the Contract is set out below:
 - 1.15.1 Contractual Year 1: £ [REDACTED]
 - 1.15.2 Contractual Year 2: £ [REDACTED]
- 1.16 The requirements set out in this Schedule seek to be flexible to enable differences in Supplier solution, which will support regional tailoring, while embedding a national standard to ensure quality service provision.
- 1.17 Further detail of the Service is set out within this Schedule.

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Service Two different service ‘packages’ will be provided to the Service User cohorts dependent upon what existing government-funded integration support each cohort can already access. For refugee cohorts who are supported by local authorities (through a tariff paid by the Authority) or funded community sponsorship groups, they will be able to access employment support only through Package A, as their existing support provides for English language and integration support. For refugee cohorts who cannot access this government or community funded support, the REP will provide for all three activities (employment, English language and integration support) through Package B.

Table 1: Service Packages

Package	Description	Support available	Cohorts
Package A	Cohorts who currently receive government-funded integration support through the local authority tariff or community-funded support through the Community Sponsorship Scheme.	Employment support only	UKRS, ACRS, ARAP, and Community Sponsorship Scheme ¹
Package B	Cohorts who do not currently receive government-funded integration support through the local authority tariff or from a Community Sponsorship group.	Employment support, English language support, and Integration support	Refugee Permission to Stay, Refugee Family Reunion, and Mandate Resettlement Scheme

1.19 These two packages of support will help ensure the REP does not duplicate existing provision. Delivering two packages based on the support a refugee can

¹ Note, this is not the Homes for Ukraine scheme. Community Sponsorship arrivals can access the additional English language tariff and receive integration support from their community group, so are included in Package A.

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already access will uphold the guiding principle that the REP should enable a joined-up package of support.

2. Service Requirements

2.1 Service User Groups

2.1.1 The REP will support refugees who arrive via safe and legal routes. These cohorts have been identified as individuals who are: legally recognised refugees or those who have been granted protection in the UK, have Indefinite Leave to Remain (ILR) or Leave to Remain (LTR) with a pathway to settlement, meaning they are seeking to build their long-term lives in England, and have not been required to fulfil any economic conditions to be granted leave. The Authority is responsible for maintaining safe and legal routes to enable refugees and those seeking protection to come to the UK. The Authority may seek to amend the list of eligible cohorts in the future, as it responds to the needs of the asylum and protection system. The currently eligible cohorts are set out below, (providing the individuals fulfil the further conditions set out in paragraph 2.1.2, 2.1.3 & 2.1.4):

- **UK Resettlement Scheme (UKRS);**
- **Afghan Citizens Resettlement Scheme (ACRS);**
- **Afghan Relocations and Assistance Policy (ARAP);**
- **Refugee Permission to Stay²;**
- **Community Sponsorship Scheme³;**
- **Mandate Resettlement Scheme; and**
- **Refugee Family Reunion.**

2.1.2 Eligibility for the REP will commence in alignment with the transition to the new system as implemented by the Nationality and Borders Act, which came into operation on 28 June 2022. The above cohorts will be eligible for the REP if they fulfil the following conditions. The Authority may seek to amend decisions around eligibility, as it responds to the needs of the asylum and protection system.

- Those granted refugee status and refugee permission to stay (following a claim for asylum) will be eligible if they gain a positive decision under the new system on or after 28 June 2022.
- Those arriving on resettlement or relocation schemes (UKRS, ACRS, ARAP, the Community Sponsorship Scheme, Mandate) will

² The new grant of status for those seeking asylum (Group 1 asylum). Note, this does not include anyone granted temporary refugee permission to stay or temporary humanitarian permission to stay.

³ Note, this does not include Homes for Ukraine as the route does not grant ILR or a Pathway to Settlement.

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be eligible if they arrive in the UK to be resettled or relocated on or after 28 June 2022.

- Those arriving under the Refugee Family Reunion route will be eligible if their sponsoring refugee is eligible for the REP.

2.1.3 Service Users must also fulfil the following conditions.

2.1.3.1 The Service User will have been granted a positive decision as part of an application under the conditions set out in paragraph 2.1.1. The Service User will therefore hold a valid immigration status granting ILR or LTR with a pathway to settlement and have the right to reside and enter employment in England.

2.1.3.2 The Service User cannot already be in employment. Employment is defined as someone who is already in full-time (16+ hours/week) employment earning the National Minimum Wage (or above).

2.1.3.3 As the Service is to support refugees to improve their employability and find work, Service Users will be classed as Economically Active which is defined as:

- **Being of working age (18 or over, and under the State Pension age⁴);**
- **Not in full-time education;**
- **Actively seeking work and/or ready to take steps towards actively securing work; and**
- **Not having an illness or disability which stops them from working.**

2.1.3.4 The Service User should be enrolled with mainstream employment support services as the primary means of employability support (although registering with the DWP JCP network is not a mandatory requirement in order to be supported by the REP). The Service User should access the REP only if they require additional support to secure employment above the mainstream offer. Service Users are likely to require support over and above the mainstream offer if they have high barriers to employment, which may be, but are not limited to:

- **Basic Skills need (below NVQ Level 1 or equivalent) and/or low or no qualifications;**
- **Limited or no work experience;**
- **Language barriers (English is not their first language);**

⁴ In England, 16 to 17 year olds who are not in work are required to stay in education and training, so for the REP only those who are 18 years old and above are eligible.

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- **Physical disabilities or health conditions, including mental health barriers;**
- **Lack of confidence or motivation;**
- **Low understanding of UK culture or labour market and/or difficulty adjusting to a new country;**
- **Other external barriers, usually linked to arriving in a new country; and**
- **Low digital skills.**

2.1.3.5 The Service User will be a resident within the Supplier's region of delivery in England. Recognising the importance of reducing barriers to accessing support services, if a Service User is a resident near a border between two regions and would benefit from accessing support from the region they are not a resident of (e.g. due to reduced travel times), the Supplier (where the Service User is not resident), may agree to enrol the Service User. In this case, both Suppliers must be informed and give their consent.

2.1.3.6 The Service User will not have accessed the Service before, except in the cases where: the Service User is seeking to move regions and transfer their existing support to a new Supplier area (as set out in paragraph 2.6) or the Service User has had to withdraw from completing the support due to personal circumstances and wishes to re-start at the point they exited (as set out in paragraph 2.4.2), providing they informed their Supplier of the intention to withdraw and completed an exit interview as set out in paragraph 2.15.

2.2 Budgetary Cap

2.2.1 Service requirements detailed below must be delivered within the cap set out in paragraph 1.15 of Section 1 "Overview".

2.2.2 Reporting on budgetary forecast against the cap should be provided in accordance with Monthly Progress Reporting (MPR) and Quarterly Progress Reporting (QPR) requirements detailed in Annex 1 of this SOR. The raw financial data to support the forecast should be provided in accordance with the Monthly Management Information Reporting (MMIR) requirement detailed in Annex 1.

2.3 Duration of Support

2.3.1 The REP is designed to support Service Users to become self-sufficient more quickly. While the length of support an individual Service User will require to integrate and secure work will vary, the maximum length of support available is eighteen (18) months.

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2.3.2 To support a framework of national standards and to ensure the support delivers value for money as effectively as possible, the following requirements should guide the length of support offered to a Service User:

- 2.3.2.1 The Service must be made available to the Service User for no more than eighteen (18) months;
- 2.3.2.2 The expectations for length of support shall be based on an assessment of the Service User's need and achievement of their employment goals as outlined in the Service User's needs-based assessment and Personal Development Plan which will be reviewed regularly;
- 2.3.2.3 If the Service User requires in-work support, once employed, to ensure they engage successfully at work, they must be supported for no longer than six (6) months after they have started employment, up until the eighteen (18) month duration limit has been met, whichever limit is met sooner; and
- 2.3.2.4 The focus of the Service is to support Service Users to become self-sufficient as quickly as possible. The Service shall only continue where the support is directly progressing the Service User's journey to employability and to finding work.

2.4 Completing Support

2.4.1 The Service User will complete the support and off-board from the service, through an exit interview, in the following circumstances:

- 2.4.1.1 The Service User secures employment; or
 - 2.4.1.2 The Service User completes up to six (6) months of in-work support after securing employment; or
 - 2.4.1.3 The Service User completes the maximum length of support (eighteen (18) months); or
 - 2.4.1.4 The Service User voluntarily withdraws, for any reason, including a change in personal circumstances; or
 - 2.4.1.5 The Service User stops engaging with the service and cannot be contacted for longer than three (3) months.
- 2.4.2 The Service is not mandatory; the Service User may therefore voluntarily leave the Service at any point. If the Service User confirms that they wish to voluntarily withdraw from the Service, the Supplier shall engage the Service User to understand their motivations and to encourage continued engagement with the Service, if appropriate. If the Service User still wishes to withdraw, the Supplier shall instruct the Case

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Manager to conduct an exit interview. The Supplier shall record and report these cases as part of the Management Information requests for the Authority, as set out in Annex 1 (Progress Reporting / Management Information Reporting) of this Schedule. If a Service User exits in this way, they remain eligible to finish their support at a later date, as set out in paragraph 2.1.3.6.

- 2.4.3 If a Service User does not attend a set appointment or stops engaging with the Service, the Supplier must seek to engage with the Service User to understand the reason for non-attendance and put steps in place to encourage engagement. The Supplier shall demonstrate efforts to contact the Service User. If a Service User cannot be contacted for longer than three (3) months, the Supplier shall stop the Service. After three (3) months, the Supplier shall conduct an exit interview in absentia to record the ending of the Service. The Supplier shall record and report these cases as part of the Management Information requests for the Authority, as set out in Annex 1 (Progress Reporting / Management Information Reporting) of this Schedule.

2.5 Start and End Dates

- 2.5.1 The date the Supplier conducts the introductory meeting shall be taken as the start date of the Service User's support. The date the Supplier conducts the exit interview shall be taken as the end of the Service User's support. The Supplier shall report the Start and End dates as part of the Management Information requests for the Authority, as set out in Annex 1 (Progress Reporting / Management Information Reporting) of this Schedule.
- 2.5.2 The Supplier shall only enrol new Service Users up to six (6) months before the end of the two (2) year delivery period to ensure Service Users can access a sufficient length of support. Should the contract be extended for a further year, the Supplier shall continue to enrol Service Users up to six (6) months before the end of the three (3) year delivery period. Should the contract be extended for the final year, the Supplier shall continue to enrol Service Users up to six (6) months before the end of the four (4) year delivery period.
- 2.5.3 It is the Supplier's responsibility to onboard all eligible Service Users on to the Service in accordance with the timescales and steps stipulated in this Schedule.

2.6 Service User Moves to Another Geographical Area

- 2.6.1 If a Service User changes address and moves outside the Supplier's delivery area, the Supplier, in agreement with the Service User, shall consider if participation is still appropriate. Service Users may wish to

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continue to engage with the Service if it is feasible. For example, if the travel arrangements are manageable or virtual working is appropriate.

- 2.6.2 If it is not feasible for the Service User to continue with the existing Supplier, the Service User may decide to leave the Service, at which point an exit interview shall, as set out in paragraph 2.15, be conducted. Otherwise, the Service User may seek to take up their support at the point they exited with the Supplier in their new delivery area. If both Suppliers are informed and consent, the existing Supplier should conduct an exit interview and the new Supplier should conduct an introductory meeting and review the existing Personal Development Plan with the Service User. The existing Supplier shall confirm the time the Service User has been supported by the service, which will inform the duration of support which can be provided by the new Supplier.

2.7 Service Delivery

- 2.7.1 The case management principles and requirements for delivery across the user journey are detailed in paragraphs 2.8 to 2.18. A visual representation of the end-to-end User Journey can be found at Annex 2 (End-to-End User Journey) of this Schedule.

2.8 Case Management Principles

- 2.8.1 The Supplier shall ensure that Service Users are allocated a named Case Manager throughout their use of the Service. The Supplier shall monitor and review caseload sizes monthly to ensure Case Managers are able to deliver the appropriate level of support to each Service User. The Supplier shall be expected to report actual caseload numbers to the Authority as set out in Annex 1 (Progress Reporting / Management Information Reporting) of this Schedule.
- 2.8.2 The support provided by the Supplier shall not duplicate the support that may be or has already been provided to the Service User by DWP JCP work coaches. The support provided by the Supplier for Service Users on Package A shall not duplicate the support that may be or has already been provided to Service Users by the Local Authority or Community Sponsorship groups, as set out in paragraph 1.18. Working with partners is covered in paragraph 2.28.
- 2.8.3 The Supplier shall use a Customer Relationship Management (CRM) tool or data system to track and record Service Users, however the Authority is not mandating the use of a set CRM tool or data system.
- 2.8.4 The Supplier must ensure that Case Managers:

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- 2.8.4.1 Use their relationship-building and advocacy skills to gain the trust of Service Users;
 - 2.8.4.2 Motivate and inspire Service Users to achieve their potential;
 - 2.8.4.3 Ensure Service Users remain actively engaged during their support;
 - 2.8.4.4 Give professional advice and guidance that will help Service Users acquire the attributes and skills to enter sustainable employment;
 - 2.8.4.5 Ensure all engagement and communication is tailored to each Service User's accessibility and communication needs; and
 - 2.8.4.6 Understand the specific barriers refugees face when entering employment and seek to support them to overcome these.
- 2.8.5 The Supplier shall instruct the Case Manager to establish regular contact with the Service User to generate commitment to the Service, quickly resolve any issues and provide updates around their support (e.g. to conduct a Personal Development Plan review, to signpost new activities, events or training). The Supplier may use a range of communication methods, such as, but not limited to, phone, email, face to face meetings and virtual meetings, which shall be based on the preference of the Service User. The Supplier shall ensure that Service Users have contact with their Case Manager no less than every ten (10) working days.
- 2.8.6 During the term of the support being provided to the Service Users, the Supplier shall deliver the activities set out across the user journey to each Service User as set out in paragraphs 2.8 to 2.18.
- 2.9 User Journey: Signposting
- 2.9.1 The Supplier shall establish a process to market the Service to eligible Service Users, working with key stakeholders, including but not limited to, the Voluntary, Community and Social Enterprise (VCSE) sector and existing regional support service providers and mainstream service providers to encourage take up of the Service from eligible individuals. Working with partners is set out in paragraph 2.28.
- 2.9.2 The Supplier shall establish an outward-facing web page for Service Users that will communicate information about the Service which shall include, but is not limited to, the aims and objectives of the REP, what type of support can be accessed and how to engage with the REP. The web page should be live from the Service Commencement date. The web page must contain a REP logo provided by the Authority and be displayed in line with requirements detailed in paragraph 2.24. The webpage shall link to a central webpage provided by the Authority which will be hosted on GOV.UK.

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- 2.9.3 Any website or other digital interface, for example, but not limited to, a mobile app or social media channel, provided by the Supplier must include accessible content translated in a language that will be understood by Service Users, as set out in paragraph 2.22.
- 2.9.4 Any website or other digital interface, for example (but not limited to) a mobile app or social media channel, provided by the Supplier must meet the Government Digital Service (GDS) Standards (including accessibility requirements). The web page or other digital interface must not include any third party paid for advertising.

2.10 User Journey: Enrolment

- 2.10.1 The Supplier shall establish a process to enrol eligible Service Users who are signposted to the service.
- 2.10.2 The Supplier shall have in place a mechanism for receiving referrals via, at a minimum, telephone and electronic forms of communication.
- 2.10.3 The Supplier shall operate a single telephone number which can be used by Service Users to contact the Supplier. The telephone number shall be accessible to Service Users calling from anywhere within the UK and shall be free of charge for Service Users calling from either landline or mobile telephones within the UK. The Supplier shall ensure that Service Users have access to the phone line during operating hours as set out in paragraph 2.19.4. The Supplier shall ensure that all telephone callers have their call queued for a maximum of fifteen (15) minutes before being connected to a member of the Supplier's staff.
- 2.10.4 The Supplier shall ensure that a mechanism for Service Users to contact the Supplier via electronic forms of communication is established. The Supplier shall ensure that such communications are recorded on the system.
- 2.10.5 On receipt of a referral, the Supplier shall conduct an initial eligibility check to ensure that the Service User meets the eligibility criteria, as set out in paragraph 2.1. It is the Supplier's responsibility to enrol only eligible Service Users onto this Service and that eligible Service Users are onboarded to the right Service package. The Supplier shall ensure that there are robust processes in place to conduct the eligibility check. The Supplier must retain evidence to confirm eligibility for the Service, as set out in Annex 1 (Progress Reporting / Management Information Reporting) of this Schedule.
- 2.10.6 Information which will inform the Supplier whether the Service User is eligible shall include, but not be limited to:

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- 2.10.6.1 Confirmation of immigration status issued by the Authority, for example a Biometric Residence Permit;
 - 2.10.6.2 Name;
 - 2.10.6.3 Home address;
 - 2.10.6.4 Date of Birth;
 - 2.10.6.5 Self-declaration from the Service User that they fulfil the conditions of being economically active;
 - 2.10.6.6 Self-declaration from the Service User that they require support above the mainstream offer (e.g. declaring whether the Service User has been accessing DWP support and for how long); and
 - 2.10.6.7 Self-declaration from the Service User that they have not accessed the service before.
- 2.10.7 If the Supplier identifies the Service User is not eligible to receive the Service, the Supplier shall communicate this decision to the Service User within five (5) working days of the referral being received and, in this communication, the Supplier shall include evidence outlining how this decision was made. The Supplier shall notify the Service User that they can appeal this decision if they wish to challenge the decision on the basis of the evidence provided. If the Service User appeals the decision, the Supplier shall communicate the reviewed decision to the Service User within five (5) working days of the appeal being received. The Supplier shall record and report these cases as part of the Management Information requests for the Authority, as set out in Annex 1 (Progress Reporting / Management Information Reporting) of this Schedule.
- 2.10.8 If the Supplier identifies the Service User as eligible and that they will be enrolled onto the Service, the Supplier shall communicate this decision to the Service User, within five (5) working days of the referral being received. Within this communication outlining the enrolment, the Supplier shall provide an initial Welcome Pack for the Service User. The initial Welcome Pack shall explain the aims, objectives, and terms of the Service to ensure the Service User understands the expectations of both parties, including the complaints handling process as set out in paragraph 2.26. The Supplier shall ensure the Welcome Pack is delivered in a language and manner the Service User can understand.

2.11 User Journey: Introductory Meeting and Banding Assessment

- 2.11.1 Following the communication to confirm the Service User's eligibility, as set out in paragraph 2.10.8, the Supplier shall arrange an initial meeting for the Service User to discuss their support package (as set out in paragraph 1.18). The introductory meeting shall serve as an opportunity to understand the motivations of the Service User, to ensure the Service

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User understands the aims of the Service and is happy to engage with these, and to conduct a banding assessment (as set out in paragraph 2.11.4).

2.11.2 The Supplier shall conduct the introductory meeting in person, unless an in-person meeting is not appropriate for the Service User. Reasons an in-person meeting may not be appropriate for a Service User, may include but are not limited to:

2.11.2.1 Due to COVID-19 concerns;

2.11.2.2 As a result of the Service User being unable to travel (e.g. due to disabilities, lack of available travel options) and the Supplier being unable to travel to the Service User; and/or

2.11.2.3 Due to caring responsibilities.

2.11.3 The Supplier shall undertake the introductory meeting within ten (10) working days of the enrolment communication. The date of the introductory meeting shall be the date that the Service begins for the Service User. The Supplier shall onboard Service Users on a first come first served basis, should the volumes of eligible Service Users, in any given month, be higher than can be onboarded.

2.11.4 During the introductory meeting, the Supplier shall conduct a banding assessment based on the Service User's expected need at the start of this support. This shall primarily be used for monitoring and information and to ensure only Service Users that require support above mainstream support start the Service, as set out in paragraph 2.1.3.4.

2.11.5 The banding assessment shall be primarily based on two measurable characteristics which can be used as an indicator of employability: English language ability and qualification levels. The table below provides further details.

Table 2: Service User Measurable Characteristics

Level of Need	Service User Measurable Characteristics
High	English language: Pre-entry and below Qualifications: Below GCSE equivalent
Medium	English language: ESOL Entry Level 1 – 2 Qualifications: GCSE or diploma equivalent
Low	English language: ESOL Entry level 3 (not higher)

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	Qualifications: A-levels or Further Education equivalent
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- 2.11.6 It is not expected that a formal ESOL assessment should be conducted before the banding assessment can be made. The ESOL Entry Levels in this instance are used as an indication of proficiency to guide the banding decision. A formal assessment of English language proficiency shall be made for Service Users of Package B during the needs-based assessment as set out in paragraph 2.12.3.3.
- 2.11.7 Due to the subjective and individual nature of need, the Supplier may consider other non-measurable characteristics to guide the banding, if required. For example, if a Service User holds A-level equivalent qualifications (low need) and ESOL Entry Level 1 (medium need), the Supplier shall consider non-measurable characteristics to guide the right banding level. Non-measurable characteristics in that circumstance may include the Service User mental health needs or lack of understanding of the labour market.
- 2.11.8 If the Service User is banded as low need, the Supplier shall assess whether the Service User requires support over and above mainstream support services catering to those with barriers to self-sufficiency. A low need Service User is likely to require support above the mainstream provision if they have several other barriers to the labour market and/or there is no existing accessible support which will cater to their need, as set out in paragraph 2.1.3.4.
- 2.11.9 If the Service User is assessed to be able to be fully supported by existing mainstream provision, they are ineligible for the REP. The Supplier must not record a start date for the Service User, instead the Supplier shall explain to the Service User why they are ineligible and formally record the decision through an enrolment communication as set out in paragraph 2.10.7.
- 2.11.10 The Supplier shall report information on the banding assessment to the Authority, such as, but not limited to, volumes of Service Users in each banding onboarded, in service and exited, including any changes and demonstrating how the Service is delivered to support each banding. The Supplier shall, if required by the Authority, demonstrate evidence to justify the banding assessment of Service Users, as part of the Management Information requests for the Authority, as set out in Annex 1 (Progress Reporting / Management Information Reporting) of this Schedule.

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2.12 User Journey: Needs-based Assessment

- 2.12.1 The Supplier shall undertake a needs-based assessment to understand the Service User's personal circumstances, barriers to employment, skills, and ambitions above and beyond the needs as identified in the banding assessment as set out in paragraph 2.11.
- 2.12.2 The Supplier shall conduct the needs-based assessment within ten (10) working days after the introductory meeting.
- 2.12.3 The needs-based assessment shall, as a minimum, cover the following:
 - 2.12.3.1 Any personal employment goals and objectives for the Service User;
 - 2.12.3.2 Existing qualifications and skill sets;
 - 2.12.3.3 A formal assessment of English language proficiency and needs (to inform the English language needs of Service Users on Package B);
 - 2.12.3.4 Any necessary immediate integration needs (to inform the integration needs of Service Users on Package B);
 - 2.12.3.5 Any safeguarding concerns;
 - 2.12.3.6 Assessment of the duration of support recommended for the Service User; and
 - 2.12.3.7 Wider barriers to employment and training needs;

2.13 User Journey: Personal Development Plan

- 2.13.1 The Supplier shall create a tailored Personal Development Plan for each Service User, which will be based on the information gathered through the needs-based assessment.
- 2.13.2 Within the Personal Development Plan, the Supplier shall outline the actions needed for the Service User to achieve their goals as they integrate and progress towards employment, across the three main pillars of employment support activity, English language activity and integration support activity. Suppliers shall work with the Service User to co-create the Personal Development Plan by identifying what would help individuals achieve their goals, based on individual needs, barriers, and aspirations and in accordance with the local labour market. Accepting that Personal Development Plans will be highly individualised, it is expected that most will consider the more commonly reported barriers to refugee employment, including language ability, lack of qualifications/experience or evidence of those, the need for further training, and lack of experience of the UK labour market.

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2.13.3 The Supplier shall create the Personal Development Plan in collaboration with the Service User. To generate commitment to the plan, the Service User and Supplier shall sign (either hard copy or e-signature) each Personal Development Plan. The Supplier shall provide each Service User with a copy of their plan once it has been signed by both parties. Personal Development Plans shall be stored by the Supplier via a secure method for audit purposes, and easily accessible if requested by the Authority. This should be retained for seven (7) years post contract end date, as set out in clause 6 (Record keeping and reporting) of this agreement (Core Terms and Conditions).

2.13.4 The Supplier shall create the first Personal Development Plan within ten (10) working days from the completion of the needs-based assessment. The Supplier and Service User shall review it, at a minimum, every twenty (20) working days thereafter. The review of the Personal Development Plan shall take place through an in-person meeting, which may be delivered virtually should the Service User's circumstances require this. The review should cover, at a minimum:

2.13.4.1 Record of activities undertaken;

2.13.4.2 Review of the upcoming goals and plan to achieve the goals;

2.13.4.3 Identification of any additional activity;

2.13.4.4 Feedback from the Service User on how they have found the Service; and

2.13.4.5 A summary of the Service Users' progress towards achieving their integration and employability goals (to be agreed with the Authority during Implementation Milestone 1).

2.13.5 The Authority reserves the right to conduct dip sampling on active/completed Personal Development Plans with Suppliers, on a periodic basis.

2.14 User Journey: In-work Support

2.14.1 The Supplier shall, via the relevant Case Manager, agree with each Service User whether the Service User will require in-work support once the Service User has secured employment and started work. In-work support is included in the REP to enhance the likelihood of work sustainability being achieved. The Supplier shall contact the Service User to provide in-work support at a minimum every twenty (20) working days or more frequently as the need arises. The Supplier shall record and report Service Users receiving in-work support part of the Management Information requests for the Authority, as set out in Annex 1 (Progress Reporting / Management Information Reporting) of this Schedule.

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2.14.2 The in-work support should include, but not be limited to:

2.14.2.1 Providing an opportunity for the Service User to feed back on their experience of work and to ask any questions (e.g. if they don't understand why something is done a certain way in the workplace);

2.14.2.2 Providing guidance and advice to navigating the workplace and any issues which may arise including, as needed, helping the Service User understand any feedback they have been given by their employer;

2.14.2.3 Motivating Service Users to engage with their employment; and

2.14.2.4 Enabling Service Users to consider whether they wish to progress within their employment (for example, to identify training or promotion opportunities).

2.14.3 If the Service User ends their employment while they are receiving in-work support, before they have achieved the three-month sustained employment outcome, the Supplier shall continue to support the Service User to address any reasons why employment was not sustained and to continue to work towards their employment goal, in line with the conditions in paragraph 2.3

2.15 User Journey: Exit Interview

2.15.1 The Supplier shall, via the relevant Case Manager, conduct an exit interview with all (100%) Service Users within five (5) days of agreeing to conclude Service User support with the Service User, in line with completing support requirements as set out in paragraph 2.4.

2.15.2 For Management Information purposes, the date of the exit interview will be taken as the date the Service ends, as set out in paragraph 2.5.

2.15.3 As part of the interview, the Supplier shall provide an opportunity for the Service User to, but not be limited to:

2.15.3.1 Review progress against the goals defined in their Personal Development Plan, including confirming the reason why the support is ending;

2.15.3.2 Provide feedback on the support received; and

2.15.3.3 Confirm that they are prepared to roll off the Service and understand any publicly available further support they can access.

2.15.4 The Supplier shall keep a record of each exit interview for a period of (7) years post contract end date in line with clause 6 (Record Keeping and

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Reporting) of this agreement (Core Terms and Conditions), which shall be shared with the Authority by request.

2.16 User Journey: Employment Support Activity (provided in Package A & B):

2.16.1 The Supplier shall provide a variety of activities to enable each Service User to access support on their journey to securing work or entering self-employment, as recorded in the Personal Development Plan. These activities may be delivered by the Supplier directly or through other specialist agencies and shall be free of charge to the Service User, either individually or in groups. These activities may include, but are not limited to:

- 2.16.1.1 Cultural orientation to the UK labour market;
- 2.16.1.2 English language for the workplace courses (tailored as required for specific roles);
- 2.16.1.3 Preparation for language proficiency tests which support employability;
- 2.16.1.4 Support in improving digital literacy;
- 2.16.1.5 Providing and/or signposting to available technical qualification courses or other skill and/or education-based courses;
- 2.16.1.6 Providing opportunities for job shadowing and/or work experience (including volunteering);
- 2.16.1.7 Networking opportunities for Service Users to meet their peer group or prospective employers;
- 2.16.1.8 Support with seeking recognition of existing professional qualifications where the qualification is relevant to the employment sought;
- 2.16.1.9 Signposting to job boards and/or job opportunities;
- 2.16.1.10 Support with CV writing and job applications;
- 2.16.1.11 Undertaking interview practice including providing actionable feedback and role-playing cultural norms around interviewing as needed; and
- 2.16.1.12 Support in preparing for self-employment, including but not limited to, signposting to local entrepreneurship services, and training to understand business, the UK tax system and how to access financial support and start-up capital.

2.16.2 The Supplier shall ensure that paid-for vocational and/or technical training is provided to a recognised standard (for example, in-line with qualification levels in England [What qualification levels mean: England, Wales and Northern Ireland - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/what-qualification-levels-mean-in-england-wales-and-northern-ireland))

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2.16.3 The Supplier shall create and maintain links with employers, local employer bodies and community partners to deliver high quality, individualised employability support and identify vacancies and work experience opportunities within the local labour market and in consultation with the Shortage Occupation List. The Supplier shall create and maintain links with Local Authority Case Managers for Service Users eligible for Package A, to ensure alignment of support provided for the Service User between the Supplier and the Local Authority. This is in line with partnership working set out in paragraph 2.28.

2.17 User Journey: Integration Support Activity (provided in Package B):

2.17.1 The Supplier shall, through the Case Manager, provide all Service Users eligible for Package B with support in addressing any integration needs that are identified through the needs-based assessment. This activity shall be recorded in the Personal Development Plan. This activity is intended to align with the support provided by the local authority or community sponsorship groups to Service Users that are eligible for Package A. The Service provided by the Supplier will be dependent on the individual Service User's needs, and shall include but not be limited to:

- 2.17.1.1 Providing advice and signposting to other publicly available advice and information services;
- 2.17.1.2 Providing support in accessing and registering with mainstream support services (e.g. DWP JCP Network);
- 2.17.1.3 Supporting access to health care services such as registering with a local GP, and other healthcare providers in line with identified medical needs;
- 2.17.1.4 Signposting services available to provide advice on mental health and specialist services for victims of torture as appropriate; and
- 2.17.1.5 Signposting to local community groups to strengthen inclusion and wider well-being.

2.18 User Journey: English Language Activity (provided in Package B)

2.18.1 The Supplier shall provide all Service Users eligible for Package B with appropriate opportunities to address their English language learning needs, as recorded in the Personal Development Plan. This activity is intended to be in line with the English language support provided by the local authority or community sponsorship groups to Service Users that are eligible for Package A.

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- 2.18.2 The Supplier shall ensure Service Users are supported in accessing additional English language provision beyond what is already available through mainstream provision. The Supplier shall support Service Users to access mainstream provision through the Adult Education Budget and ensure that any training provided by the Supplier complements, or builds on, this provision.
- 2.18.3 The Supplier shall undertake an assessment of the Service User's English language capability to determine their needs and include an assessment of their English for Speakers of Other Languages (ESOL) level. The Supplier shall make the Service User aware of the reason why the assessment is being undertaken and of their assessment level. The assessment shall determine a programme of language training will best meet the Service User's needs. This assessment shall be carried out during the needs-based assessment and recorded in the Personal Development Plan.
- 2.18.4 The Supplier shall ensure that the additional English language training provided by the Supplier constitutes a maximum of 150 hours, within twelve (12) months or until the end date of their support, which ever limit is met sooner, up until the Service User has reached ESOL Entry Level 3. As the guiding principle of the REP is to support Service Users to become self-sufficient more quickly, the method of delivery may include, but not be limited to, an intensive style of delivery (e.g. delivering the maximum hours across a 2 - 3 months), dependent on individual Service User need and preferences. The Supplier shall report Service User's progress with ESOL levels as part of the Management Information requests for the Authority, as set out in Annex 1 (Progress Reporting / Management Information Reporting) of this Schedule.
- 2.18.5 English language training activity provided by the Supplier should be informed by the Service Users' specific circumstances and requirements. Activities may include, but are not limited to:
- 2.18.5.1 Providing access to formal or informal language training classes;
 - 2.18.5.2 Providing access to appropriate online resources or courses to complement or supplement face-to-face services to support access to training;
 - 2.18.5.3 Providing access to conversational classes to complement, or build on, formal language training, particularly for Service Users with pre-entry level English; and
 - 2.18.5.4 Providing access to tuition that supports Service Users engagement with formal language training, for example study skills or literacy training.

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2.18.6 The Supplier shall ensure that all ESOL providers are accredited as per Government guidelines, as set out on GOV.UK; [ESOL qualifications: requirements - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/esol-qualifications-requirements).

2.19 Delivery Location(s) and Premises

2.19.1 The Supplier shall deliver the Service across its entire delivery area via a range of engagement methods that may include, but not be limited to, fixed delivery premises and/or outreach services (on a permanent and/or temporary basis).

2.19.2 To ensure that the Service is accessible to all Service Users, the Supplier shall ensure that all premises:

2.19.2.1 Are easily accessible, including for those using public transport. The Supplier shall ensure that if a Service User must travel to meetings at the Supplier's premises, they can do so by public transport and such travel will take no longer than ninety (90) minutes in each direction, by a route and means appropriate to their circumstances.

2.19.2.2 Are compliant with the Equality Act 2010.

2.19.3 Suppliers will be required to ensure where a Service User's health condition, or other personal circumstances, limits their ability to travel, the Supplier shall make appropriate arrangements to meet the Service User, for example at outreach locations and/or through other available digital means, dependent on the Service User's preference.

2.19.4 The Supplier shall provide the service at a minimum on each Working Day. The Authority recognises that in the interests of efficiency the exact availability and timings of the various service elements will vary, but as a minimum, the service should be provided during normal business hours of 09.00 to 17.00.

2.20 Virtual Delivery

2.20.1 The Supplier may elect to deliver some aspects of the Service virtually, using digital means. The decision on whether virtual delivery is suitable for a specific Service User shall be based on the individual Service User's needs, level of agency, access to appropriate Information Technology and level of literacy and digital literacy.

2.20.2 The Supplier shall report feedback to the Authority on any use of virtual delivery, to understand its effectiveness and impact. Reporting requirements are set out in Annex 1 (Progress Reporting / Management Information Reporting) of this Schedule.

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2.21 Staffing and Training

- 2.21.1 At all times while delivering the Service, the Supplier shall be mindful of the intent and spirit of the UK Government's "Supplier Code of Conduct" which outlines the standards and behaviours that the Government expects of all its Delivery Partners.
- 2.21.2 The Supplier shall ensure that the recruitment, selection, and training of its staff, including persons employed by them or acting as agents of sub-contractors to the Supplier, is consistent with the standards of service required for the performance of the Service. The Supplier shall ensure that all staff have the right to work in the UK under applicable immigration law.
- 2.21.3 The Supplier shall ensure that all applicants for employment in connection with the Service are subject to basic Disclosure and Barring Service checks and are obligated to declare on their application forms any previous criminal convictions subject to the provisions of the Rehabilitation of Offenders Act 1974.
- 2.21.4 The Supplier shall ensure that Staff levels are appropriate at all times for the purposes of delivering the Service and ensure the security and well-being of all Service Users and Staff.
- 2.21.5 The Supplier shall take all reasonable steps to ensure that they and anyone acting on their behalf shall possess the necessary qualifications, licences, permits, skills and experience to discharge their responsibilities effectively, safely and in compliance with all relevant law for the time being in force (so far as binding on the Supplier).
- 2.21.6 The Supplier shall ensure that it has relevant organisational policies in place to deliver the Services. These shall remain current for the duration of the contract and be reviewed regularly. All staff must be aware of these policies and of how to raise any concerns.
- 2.21.7 The Supplier shall fully equip and train staff to ensure they are able to fulfil their roles. The training to be provided by the Supplier shall take into account the vulnerabilities of each Service User cohort. The Supplier's training programme for all staff involved in the delivery of this Contract must cover, as a minimum, the following requirements:
- 2.21.7.1 The specific needs of the refugee cohort, including awareness of the immigration system;
 - 2.21.7.2 Equality and Diversity, including disability awareness;
 - 2.21.7.3 Data Protection; and

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2.21.7.4 Safeguarding, including working with adults with specific needs such as trauma.

2.21.8 As part of Contract management, the Authority has the right to audit or review the Supplier's compliance with the staff training requirements outlined above. Upon request by the Authority, the Supplier shall give the Authority access to any information or records required to demonstrate Supplier compliance with staff training requirements. Access to relevant information and records shall not be unreasonably withheld by the Supplier. Reporting requirements are set out in Annex 1 (Progress Reporting / Management Information Reporting) of this Schedule.

2.22 Interpretation and Translation Services

2.22.1 The Supplier shall ensure that there are sufficient interpretation and translation services available for Service Users (in languages that are spoken and understood by Service Users⁵). These translation services should be available for Service Users to access advice, guidance and accompanying materials on an ongoing basis in a language and manner that the Service User will understand.

2.23 Management & Technology

2.23.1 The Supplier shall store records and information relevant to, or generated during the delivery of this Contract, in a manner which aligns with data protection legislation (including the Data Protection Act 2018 which implements the General Data Protection Regulation (GDPR)) and the Authority's security requirements, as defined in Schedule 16 (Security) and Schedule 20 (Processing Data). Upon expiry or termination of the Contract, the Supplier shall transfer any required records and information to the Authority, in a manner and format to be determined by the Authority, within six (6) months of the date of the expiry or termination of the Contract.

2.23.2 The Supplier shall ensure that its, and any sub-contractors, physical, Information Technology and data storage systems used in delivering the Service are secure and that its business systems comply with security requirements and data protection legislation, in accordance with the provisions of Schedule 16 (Security) and Schedule 20 (Processing Data).

⁵ As a guide, but not to be taken as a final indication of languages noting the list is liable to change, the highest demand for translation services provided by the Authority for refugee cohorts between April 2021 – September 2022 was: Arabic, Pashto, Dari, Swahili/Kibajuni/Bajun.

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2.23.3 Any service user-facing digital interface provided by the Supplier, including (but not limited to) websites, mobile applications, or social media channels, must meet the Government Digital Service (GDS) Standards, and the provisions of Schedule 16 (Security) and Schedule 20 (Processing Data), including accessibility and availability.

2.24 Delivery Branding

2.24.1 The Service shall be known in delivery as the “Refugee Employability Programme” or “REP”.

2.24.2 The Supplier must only use REP branding which has been agreed with the Authority and in compliance with the Terms and Conditions set out in the contract.

2.25 Safeguarding of Service Users

2.25.1 Service Users may have specific needs when accessing the Service. The Supplier shall appropriately respond to the needs of Service Users to ensure their safety and wellbeing.

2.25.2 The Supplier shall proactively identify and implement best practice frameworks and processes relating to safeguarding and the protection of vulnerable Service Users across all aspects of their service delivery, in line with relevant regulations and the Equality Act 2010. This may include, but is not limited to:

2.25.2.1 **Complex Needs.** Service Users may access the Service with a variety of complex needs due to their circumstances. The Supplier must at all times deliver support in response to these needs.

2.25.2.2 **Vulnerability.** A vulnerable Service User is one who is at greater than normal risk of abuse or neglect. The Supplier must have clearly defined safeguarding policies and measures in place to protect the safety, health, and wellbeing of all Service Users, with appropriate adaptations and clearly agreed escalation routes.

2.25.2.3 **Disability.** The Supplier must ensure they deliver support in line with the Equality Act 2010 to enable Service Users with a disability to access the provision equally, for example through taking necessary steps to obtain and provide special aids or services that may be needed for participation, such as travelling to the residence of the Service User where they are unable to travel due to a disability.

2.25.2.4 **Protected Characteristics.** The Supplier shall establish procedures to ensure Service Users with protected

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characteristics are supported with fair treatment with key members of staff trained in how to meet their Public Sector Equality Duty. For example, Service Users shall be supported in line with any cultural or religious beliefs and their diversity shall be valued, in line with the Equality Act 2010.

- 2.25.3 The Supplier shall report any individual who is at high risk and requires protection and other significant safeguarding issues, for example issues which require legal advice, that may arise throughout the duration of the Service to the Authority. Reporting requirements are set out in Annex 1 (Progress Reporting / Management Information Reporting) of this Schedule.
- 2.25.4 The Supplier shall appoint a fully trained designated safeguarding lead and develop a safeguarding policy. The Supplier shall ensure that the safeguarding policy, guidance and training provided to staff regarding the identification and management of vulnerable Service Users with specific needs, or at-risk Service Users, is kept up to date and aligns with best practice. Additionally, the Supplier shall ensure they have sought input from the Authority so their guidance and materials align with the Authority's safeguarding strategy.
- 2.25.5 The Supplier will be expected to have in place strong safeguarding, governance, management, assurance policies and operational guidance, and adhere to these through the lifetime of the Service. The Supplier shall appropriately respond to the needs of at-risk Service Users or Service Users with specific needs in their service delivery, to assure their safety and wellbeing. This will include, but may not be limited to:
 - 2.25.6 Implementing appropriate inspection and reporting procedures necessary to assure the safeguarding and wellbeing of Service Users with specific needs, or at-risk Service Users;
 - 2.25.7 Establishing processes for referring issues of concern to the statutory agencies of health, police and social services, including an emergency response process when there is need of immediate intervention; and
 - 2.25.8 Maintaining complete and auditable records demonstrating how the Supplier has considered and responded to the circumstances and needs of Service Users with specific needs, or at-risk Service Users.

2.26 Feedback and Complaints Handling

- 2.26.1 The Supplier shall maintain a clear and accessible system to identify and handle Service User complaints regarding service delivery. The Supplier shall engage with the Service Users' complaints in a professional, sensitive, and open manner and ensure complaints are resolved. The

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complaints process shall be accessible, supported by translation or interpretation services, to ensure Service Users are supported in making verbal or written complaints. The Supplier will respond appropriately to breaches of professional standards or duty of care by Supplier staff or sub-contractors. Reporting requirements are set out in Annex 1 (Progress Reporting / Management Information Reporting of this Schedule.

2.26.2 The Supplier shall, as part of the Service User enrolment process, inform Service Users of its complaints handling process. The Supplier shall ensure that Service Users understand how to make complaints and understand that any complaints made will have no impact on the support they will receive.

2.26.3 The Supplier shall also have a clearly defined whistleblowing policy that is transparent and accessible to Supplier's staff.

2.27 Charging and Expenses

2.27.1 The Supplier is not permitted under any circumstances to charge a fee to, or require payment from, the Service Users for any services provided by the Supplier under this Contract.

2.27.2 The Supplier shall ensure that the Service Users do not incur any telephone charges when contacting the Supplier.

2.28 Partnership Working

2.28.1 Partnerships are central to the delivery of the Service. The Supplier shall work collaboratively with other REP Suppliers, local and regional stakeholders, the Authority, and other Government services to ensure the Service is delivered in alignment with existing refugee support provision and to support local service delivery. The Supplier shall establish appropriate processes, procedures, and mechanisms as necessary to support cooperation and collaboration with external organisations. Local partners may include, but are not limited to:

- **Strategic Migration Partnerships**
- **DWP/Jobcentre Plus Network**
- **Local Enterprise Partnerships**
- **Local authorities**
- **Employers**
- **Professional regulators**
- **Education and Skills Funding Agency (ESFA)**
- **Local Health Services**
- **Voluntary, Community and Social Enterprise (VCSE) and Specialist Organisations**

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2.28.2 The Supplier shall collaborate with, and ensure it has a joined-up approach to engaging with, national and large employers whose vacancies span multiple regions as well as employers within the local labour market.

2.28.3 During the term of the Contract there will be regular interactions between the Supplier and the Authority, and with other Suppliers, to ensure effective delivery of the provision. As part of this, the Supplier shall share information and good practice with the Authority as part of its contract review meetings.

2.28.4 The Supplier shall collaborate with both the Authority, and other Suppliers, ensuring the timely share of Service User records, if a transfer of region is requested.

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3. Performance Management and Assurance

3.1 Performance Standards and Key Performance Indicators (KPIs)

- 3.1.1 The Supplier shall deliver the Service in accordance with the requirements of the Contract, and in line with Performance Measures in Schedule 10 (Service Levels).
- 3.1.2 The Supplier shall monitor its performance against these standards and maintain a full and auditable record that meets the contract management requirements.
- 3.1.3 The Supplier shall note that the Authority regards the performance standards as primarily a management tool to be used by both the Supplier and the Authority for the purpose of the day-to-day management of the Supplier's service delivery.
- 3.1.4 The Performance Measures in Schedule 10 (Service Levels) are not aimed at providing a day-to-day management tool but are used to calculate Service Credits due under the Contract.
- 3.1.5 The Supplier shall observe the following relationship principles throughout the duration of the Contract:
 - 3.1.5.1 the Supplier and Authority will operate under shared objectives, values and behaviours which will be agreed between the parties from time to time;
 - 3.1.5.2 mutual trust based on openness and honesty about how the relationship is working and what issues in relation to it need to be resolved; and
 - 3.1.5.3 recognition that the successful delivery of the Service relies on the strength of the relationships between the parties and a commitment to work together to deliver the Services and any agreed or required service improvements.

3.2 Reputational Damage

- 3.2.1 The Supplier shall safeguard all data and personal information, in accordance with Schedule 16 (Security). The Supplier shall report all potential breaches of Security to the Authority according to the processes set out at Schedule 16 (Security).

3.3 Quality Management

- 3.2.2 The Supplier shall administer and manage the quality levels of service delivery including its own performance relating to the delivery of all Services defined in this Schedule 2 (Specification).
- 3.2.3 The Supplier shall continuously monitor the quality of service delivery, including performance, and report the outcomes to the Authority in accordance with the provisions of this Schedule 2 (Specification), Schedule 6 (Transparency Reports), Schedule 10 (Service Levels) and Schedule 13 (Contract Management) and any further agreed reporting and record-keeping procedures agreed with the Authority.
- 3.2.4 The Authority shall, at its own expense, conduct such monitoring or auditing of the Service and the Supplier's monitoring and quality assurance procedures as proposed by the Authority and agreed with the Supplier, including site visits as requested.

3.3 Management Information

- 3.3.1 To support the performance management of the contract, the Supplier shall provide management information as required by the Authority based on the reporting format, content, structure, timeline, and submission details agreed by the Authority in line with the KPIs and the Provisions of Schedule 10 (Service Levels) and Schedule 13 (Contract Management). Management Information requests for the Authority, are set out in Annex 1 (Progress Reporting / Management Information Reporting) of this Schedule. The Authority may amend or supplement the management information it requires at any time.

3.4 Evaluation of the REP

- 3.4.1 Understanding the effectiveness of the REP is a central requirement for the Authority. The Authority will, therefore, be seeking to deliver a comprehensive, multi-strand programme evaluation which will support continuous improvement at programme level and provide evidence on what works to support our target group into self-sufficiency.
- 3.4.2 The Authority will contract a central evaluation partner to work with Suppliers throughout the life of the REP with a view to evaluating its overall impact and gaining long term lessons through qualitative and quantitative research. The evaluation will aim to explore the delivery of the programme, and Service Users' and staff experiences of the REP.
- 3.4.3 Researchers may wish to contact and interview programme Service Users, the Supplier, and their supply chain (e.g. Partnership Providers) as part of the evaluation. The Supplier must support and fully co-operate

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with the evaluation activity conducted or commissioned by the Authority. The Supplier will be contacted in advance about any evaluation activity and research.

- 3.4.4 The programme evaluation will use data held by the Authority, Management Information contractually required from Suppliers, and other quantitative and qualitative primary or secondary data to build up a picture of the Service delivered and its impact.
- 3.4.5 The programme evaluation will consider factors including, but not limited to, the early implementation of the programme, the delivery and nature of provision, participant experience and outcomes, the cost effectiveness of the programme, and Suppliers' interaction with other local services and stakeholders.
- 3.4.6 The programme evaluation will be delivered by a combination of Authority researchers and externally commissioned evaluators. The Supplier must fully co-operate with this evaluation of the REP and all activity conducted or commissioned by the Authority for that purpose. Researchers on behalf of the Authority may visit, interview, observe, and survey a sample of Service Users, the Supplier, and their supply-chain. The Authority will also require Suppliers to provide information on local partners and networks, who may be included in the research.
- 3.4.7 In accordance with Government Social Research (GSR) protocols the Authority reserves the right to publish the findings of the programme evaluation.

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Annex 1 – Progress Reporting / Management Information Reporting Requirements

Monthly Progress Reporting

REP Monthly Progress Report
<p>All Monthly Progress Reports (MPR) will be delivered [in a format to be agreed with the Authority] on the first working day of every calendar month.</p> <p>MPR will include the following metrics, drawn from the previous calendar month's service output. All volumes-related data should be numeric and written as digits (e.g. 1, 2)</p>
<p>Overall service progress, to include:</p> <ul style="list-style-type: none"> • Red/Amber/Green (RAG) service confidence against KPIs • Key upcoming delivery milestones • Top 3 service delivery risks identified and; <ul style="list-style-type: none"> ○ Plans to mitigate • Key dependencies on the Authority over the coming month
<p>Summary of enrolment, to include:</p> <ul style="list-style-type: none"> • Volume of Entry interviews conducted and; <ul style="list-style-type: none"> ○ Summary of data on how Service User was signposted ○ Summary of data on Route of Arrival ○ Summary of data on Safeguarding concerns • Volume of Service Users enrolled during the month and; <ul style="list-style-type: none"> ○ Summary of data on Banding Assessment (H/M/L) • Volume of Service Users not enrolled (by eligibility and failed appeal) • Volume of Service Users with accessibility needs • Volume of Service Users to have appealed an eligibility decision and; <ul style="list-style-type: none"> ○ Key status updates
<p>Summary of service delivery, to include:</p> <ul style="list-style-type: none"> • Volume of active Service Users receiving support through Package A or B • Volume of inactive Service Users receiving support through Package A or B and; <ul style="list-style-type: none"> ○ Period of time uncontactable and plan to engage • Ratio of Service Users to Case Managers (i.e. 30:1) • By exception reporting on areas of particularly weak or strong Personal Development Plan (PDP) engagement • By exception reporting on complaints received around service delivery and; <ul style="list-style-type: none"> ○ Status of complaint ○ Plan to resolve • By exception reporting on Safeguarding concerns and; <ul style="list-style-type: none"> ○ Action to address concerns
<p>Summary of exiting, to include:</p> <ul style="list-style-type: none"> • Volume of Service Users that have left the service and; <ul style="list-style-type: none"> ○ Summary of data on reason for departure • Volume of Service Users that have found employment and; <ul style="list-style-type: none"> ○ Summary of data on employment (hours, wage, sector) ○ Summary of data on in-work support • Number of Exit interviews conducted and;

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○ Summary of data on reason for exit
Financial update, to include: <ul style="list-style-type: none">• Forecast spend vs actual spend (aggregated by Service User)• Invoices submitted to the Authority for approval broken down by:<ul style="list-style-type: none">○ Fixed cost○ Variable charge (including paid-for-training – not including English Language Training as part of Package B)○ Pass-through cost○ Incentivisation fee
Staff Training update, to include: <ul style="list-style-type: none">• Summary of data on compliance with staff training requirements

Monthly MI Reporting

REP Monthly MI Reporting
All Monthly MI Reporting (MMIR) will be delivered [in a format to be agreed with the Authority] on the last working day of every calendar month.
MMIR will include the following metrics, drawn from the previous month's service output. All data will be uniquely identified to a Service User through use of an Individual Identity Number (IIN) and Regional Code (RC) [in a format to be agreed with the Authority] and held for Audit purposes
<ul style="list-style-type: none">• Route of Arrival• Age/Address/Date of Birth• Nationality/Country of Origin• Disability needs• UIN Regional Code plus NI number• Start and End Date of Service support• Confirmation of eligibility checks undertaken• Training course(s) enrolled on, paid-for and complementary, and associated qualification level• ESOL progression (for those on Package B)

Quarterly Progress Reporting

REP Quarterly Progress Report
All Quarterly Progress Reports (QPR) will be delivered [in a format to be agreed with the Authority] on the last working day of every quarter.
QPR will include the following metrics, drawn from the previous quarter's service output. All volumes-related data should be numeric and written as digits (eg 1, 2)
Overall service progress, to include: <ul style="list-style-type: none">• Red/Amber/Green (RAG) service delivery performance update against KPIs• Percentage of Service User eligibility vs Utilisation Rate

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- Reporting on the metric to show Service Users' progress towards integration and employability goals, as agreed with the Authority, during Implementation.
- Volume of Service Users to have secured employment by Banding
- Update on changes to Service governance including but not limited to;
 - Change to Communications Plan
 - Change to Policy
 - Change to Key Personnel
 - Change to Service Delivery process (including Delivery Mechanism – virtual/in-person)

Staff Training update, to include:

- Update on changes or improvements to staff training and;
 - Detail on what prompted response (legislative change/service delivery need)

Technical update, to include:

- Number of website views and;
 - Click-through rate
- Dates of Planned Maintenance and any system downtime

Social Value update, to include:

- Social Value Report, provided in accordance with Schedule 38, Paragraph 10.1

Annual Progress Reporting

REP Annual Progress Report

All Annual Progress Reports (APR) will be delivered [in a format to be agreed with the Authority] on the last working day of every contractual year.

APR will include the following metrics, drawn from the previous year's service output. All volumes-related data should be numeric and written as digits (eg 1, 2)

Social Value update, to include:

- Annual slavery and human trafficking report as set out in Schedule 26 Sustainability, paragraph 3.18.

Virtual Delivery, to include:

- Feedback on the effectiveness of virtual delivery.

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Annex 2 - End-to-End User Journey

