

SCHEDULE 2 – Statement of Requirement

1. PURPOSE

- a. The purpose of this Statement of Requirement (SOR) is to describe the requirements and standards for the delivery of the Settlement Services.

2. OVERVIEW OF REQUIREMENTS

- a. The Service Provider must provide Settlement Services to Clients through a tailored, needs-based case management approach.
- b. These Settlement Services must be provided in a manner that is consistent with, and in accordance with the Service Delivery Principles, requirements and conditions specified in this SOR.

3. INTERPRETATION

- a. Capitalised terms used in this SOR have the meaning set out in the Glossary at Appendix A to the Contract.

4. BACKGROUND

4.1 Humanitarian Program

- a. Australia's Humanitarian Program reflects this country's commitment to support refugees and other people in need of resettlement or humanitarian assistance.
- b. The Humanitarian Program is administered by the Department of Immigration and Border Protection (**DIBP**) and has two important functions:
 - i. the onshore protection/asylum component fulfils Australia's international obligations by offering protection to people already in Australia who are found to be refugees according to the United Nations Convention relating to the Status of Refugees; and
 - ii. the offshore resettlement component expresses Australia's commitment to refugee protection by going beyond these obligations and offering resettlement in Australia to people overseas for whom this is the most appropriate option. The offshore resettlement component comprises two categories of permanent visas. These are:
 - A. Refugee – for people who are subject to persecution in their home country, who are typically outside their home country, and are in need of resettlement. The majority of applicants who are considered under this category are identified and referred by the United Nations High Commissioner for Refugees (**UNHCR**) to Australia for resettlement. The refugee category includes the Refugee, In-country Special Humanitarian, Emergency Rescue and Woman at Risk visa subclasses, (visa subclasses 200, 201, 203, 204).
 - B. Special Humanitarian Program ¹(**SHP**) – for people outside their home country (unless 'split family') who are subject to substantial discrimination amounting to gross violation of human rights in their

¹ For 2016-17, up to 500 places will be allocated to the Community Proposal Pilot (CPP). Places under the CPP are drawn from the SHP component of the Humanitarian Program. Humanitarian entrants under the CPP are not eligible for Settlement Services.

home country, and have an eligible Proposer. Split family applications proposed by an SHP holder are not required to make claims of substantial discrimination but are based on their connection with Australia. Applications for entry under the SHP must be supported by a Proposer who is an Australian citizen, permanent resident or eligible New Zealand citizen, or an organisation that is based in Australia (visa subclass 202).

- c. People resettled through the offshore component of the Humanitarian Program (both refugees and SHPs) are currently eligible for Settlement Services.
- d. The Humanitarian Program includes a minimum of 13,750 places in 2016-17, increasing to a minimum of 16,250 places in 2017-18, and 18,750 places in 2018-19.
- e. The 2016-17 Humanitarian Program includes a minimum of 11,000 places allocated to the offshore component, and therefore eligible for Settlement Services under the HSP (which is administered by the Department of Social Services). Generally, approximately 80 per cent of Humanitarian Program places are allocated to the offshore component each Financial Year. However, this is subject to change with Government policies.
- f. On 9 September 2015, the Australian Government announced that it will make an extra 12,000 humanitarian places available in response to the conflicts in Syria and Iraq. These places are in addition to the existing offshore Humanitarian Program numbers. DIBP is striving to have all 12,000 Clients arrive in Australia by June 2017. A proportion of this additional intake may transfer to the HSP.
- g. The above is subject to change with Government policies.

4.2 Client Tiering

- a. Clients will be classified into a Tier according to their level of need and the complexity of their circumstances. There are three Tiers for the HSP, these are:
 - i. Tier 1: Tier 1 Clients generally present with the knowledge and skills required to settle into their new community with minimal assistance from a Service Provider. For example, a Client with basic English who has some work experience, but requires some Settlement Services to assist in connecting to mainstream services, orienting to Australia and navigating employment pathways.
 - ii. Tier 2: Tier 2 Clients are likely to have experienced high levels of poverty, trauma or health impacts arising from persecution, discrimination, displacement, nutritional deprivation or inadequate medical care. For example, a Client with little to no English language proficiency who has been displaced and unemployed for several years. The majority of Clients in the HSP are likely to be identified as Tier 2.
 - iii. Tier 3 (Specialised and Intensive Services): Tier 3 Clients may display an inability to independently engage with appropriate supports and may be impacted by multiple and complex barriers. For example, a Client presenting with significant mental health issues resulting in disengagement with mainstream support services and social isolation.
- b. The Service Provider will be responsible for classifying Clients into the most appropriate Tier as part of developing a Client's Case Management Plan. See section 6.3 of this SOR. Allocation of Clients to Tier 3 requires the prior written approval of the Department.

4.3 Client eligibility

- a. Clients who hold the following visas and are referred directly through the Humanitarian Program by DIBP will be eligible to receive Settlement Services under the HSP:

- i. Refugee category (subclass 200, 201, 203 and 204) visas; and
 - ii. Global Special Humanitarian (subclass 202) visa.
- b. Client eligibility for the HSP may be subject to change from time to time to include different visa subclasses as Government policies change.

Tier 3 (Specialised and Intensive Services)

- c. Subject to the Department's approval, Specialised and Intensive Services under the HSP are available to the following additional visa holders:
- i. Protection (subclass 866) visa; and
 - ii. Temporary Protection (subclass 785), Temporary Humanitarian Stay (subclass 449), Temporary Humanitarian Concern (subclass 786) and Safe Haven Enterprise (subclass 790) visas.
- d. Holders of the visas listed in sections 4.3a and 4.3c may be eligible for Specialised and Intensive Services for approximately five years after their arrival in Australia or five years after the grant of their onshore visa.
- e. From time to time, the Department may determine that other visa subclasses, (not included at section 4.3c) are eligible for Specialised and Intensive Services or that the eligibility time frame for Specialised and Intensive Services may be extended.
- f. Access to Specialised and Intensive Services under the HSP will be assessed by the Department in accordance with the Case Management Guidelines.

4.4 Client referral process

Humanitarian Program referrals

- a. The volume of Humanitarian Program arrivals is determined by the rate of visa grants (actioned by DIBP). The Department cannot guarantee visa grant timings and arrival or referral rates of refugees and humanitarian entrants.
- b. Annual Indicative Referral Levels (AIRLs) for each settlement location (number of Clients referred to Service Providers for settlement) are forecast each Financial Year and are based on future caseloads identified by DIBP and past settlement trends.
- c. The Department does not guarantee the accuracy of AIRLs, or that any minimum or maximum number of refugees and humanitarian entrants or Clients will arrive each year.
- d. Following visa grant, the Department will determine the most appropriate settlement location and refer the Case in the HSP System to the Service Provider in the identified Contract Region, who must coordinate all relevant Settlement Services until that Client's Settlement Outcomes are met.
- e. On receipt of the referred Case through the HSP System, an Arrival Window will be set in the HSP System by the Department. In exceptional circumstances Service Providers may seek approval from the Department to have the Arrival Window adjusted.
- f. The Service Provider's obligation to provide Settlement Services for a Client will commence approximately 2-8 weeks from the point of referral by the Department of that Client in the HSP System to the Service Provider. However this is subject to change by the Department.
- g. The Service Provider must only deliver Settlement Services to Clients who have been referred by the Department to the Service Provider.

- h. The Service Provider must accept all referrals from the Department, except where the Department determines that the Service Provider suitably demonstrates its inability to deliver Settlement Services to the referred Clients and the Department accepts the Service Provider's request not to provide Settlement Services to those Clients.
- i. Clients may arrive at any time and on any day throughout the year. The Service Provider must ensure that Settlement Services are available at any time, even when notice of arrival is limited and arrival times are outside Business Hours. For clarity, this includes time outside Business Hours and on Australian public holidays (e.g. Christmas, New Year's Day, Easter etc.).
- j. Clients may arrive as individuals, couples, families, or as small or large groups with seven or more people. A Case may comprise a single Client, couple of family who are part of the same visa. A Group may comprise of part of, or all of, a Case determined by date of arrival in Australia. A Band indicates the size of the Group.

Tier 3 (Specialised and Intensive Services) referrals

- k. Anyone can refer a person for Specialised and Intensive Services, using the approved Specialised and Intensive Services referral form, which will be made available on the Department's website. The Referral Process Map in the HSP Guidelines outlines this process.
- l. The Service Provider must request approval from the Department through the HSP System to classify an existing Tier 1 Client, or Tier 2 Client, as a Tier 3 Client.
- m. When the Department has approved that a Client be classified as a Tier 3 Client, the Department will refer that Client to the Service Provider through the HSP System; or will request the current Service Provider to commence Specialised and Intensive Services for the existing Client.
- n. A Client who has previously Exited the HSP may re-enter the HSP under Specialised and Intensive Services if they meet the eligibility criteria under section 4.3c and 4.3d of this SOR.

4.5 Characteristics and categories of Clients

Client intake under the Humanitarian Program varies depending on humanitarian needs, including as identified by the UNHCR. Thus, the composition of the Client caseload may vary over time. Client categories include:

- a. Vulnerable to social and economic exclusion: Many Clients are likely to have experienced high levels of poverty, severe traumas, and suffer the health impacts arising from persecution, discrimination, displacement, nutritional deprivation and inadequate medical care. Homesickness, culture shock, and a sense of social dislocation can affect the ease with which Clients settle. Many Clients will have spent protracted periods² in refugee camps or other precarious living conditions before coming to Australia. Clients may have no experience of renting a home. All Clients will have to establish new support networks in a community which may not understand their culture or experiences. Traditional roles within the family may change significantly after arrival in Australia, placing considerable stress on all family members.
- b. Low literacy, limited education and employment experience: Clients may have low levels of formal education and little or no English proficiency, and some may be illiterate in their own language. Some Clients may have limited or no work experience and other clients may find their experience or qualifications are not recognised, or not relevant, in Australia's employment environment.
- c. SHP Clients and Proposers: SHP Clients are proposed to come to Australia by Australian citizens, permanent residents of Australia, eligible New Zealand citizens or organisations operating in Australia. Proposers are responsible for SHP Clients' travel

² The UNHCR has defined a protracted refugee situation as one in which a refugee population of at least 25,000 people or more have been living in exile for five years or longer in a developing country.

to Australia and give an undertaking to provide settlement support to the SHP Client when they arrive in Australia. Often Proposers have only recently settled in Australia and may overestimate their capacity to provide settlement support.

- d. Youth and children: The Humanitarian Program may include a high percentage of children and young people. Young people and children are often viewed as more readily able to adapt to Australian life than adults. However, they face the same resettlement stresses and can carry a greater degree of responsibility for family members during the resettlement transition period. Young people and children may struggle to fit into the mainstream education system or find suitable employment. These factors leave humanitarian youth or children at risk of encountering settlement difficulties.
- e. Unaccompanied Humanitarian Minors (UHMs): UHM is the policy term for an unaccompanied minor who is residing in Australia on a visa determined by DIBP to be within the scope of the UHM program. Most UHMs hold a permanent visa under Australia's Humanitarian Program. There are two types of UHMs:
 - i. UHM IGOC minors: Under policy, an IGOC minor is a minor for whom the Minister for Immigration and Border Protection is the legally recognised guardian under the *Immigration (Guardianship of Children) Act 1946* (Cth) (IGOC Act). Under the IGOC Act, the Minister for Immigration and Border Protection is the legal guardian of a child who fulfils all of the following criteria:
 - A. is not an Australian citizen;
 - B. is less than 18 years of age;
 - C. intended to become a permanent resident of Australia when they entered Australia; and
 - D. did not enter Australia in the charge of, or for the purposes of living in Australia under the care of, a parent, or relative who is 21 years of age or older.
 - ii. UHM non-IGOC minors: Under policy, a non-IGOC minor is a minor who arrives in Australia without being in the charge of, or for the purpose of being cared for by, a parent or legal guardian, but who entered Australia in circumstances that are not specified in the IGOC Act.
 - A. An example would be a minor who arrives in the charge of, or for the purpose of living in the care of, a relative who is at least 21 years old, or a minor who enters Australia on a time-limited visa.
 - B. Unlike IGOC minors, non-IGOC minors might have no legal guardian in Australia. Their legal guardian may remain their parent/s in their country of origin
- f. Women, including Women at Risk (visa subclass 204): Women may be particularly vulnerable and/or facing barriers to full economic or social participation based on cultural or family related factors or other pre arrival experiences. The Women at Risk visa subclass was established to prioritise the protection of refugee women and their dependents who are in particularly vulnerable situations (e.g. in danger of victimisation, harassment or serious abuse because of their gender and living without the protection of a male relative).

5. SETTLEMENT SERVICES OVERVIEW

5.1 HSP Objectives

- a. The Service Provider must deliver Settlement Services to all Clients referred to it by the Department through the HSP System.

- b. The key objective of the HSP is to build the skills and knowledge for social and economic well-being of Clients.
- c. The Service Provider must support Clients to achieve the Settlement Outcomes outlined in the HSP Outcomes Framework at Appendix A to this SOR.
- d. The Service Provider must facilitate the lodgement of applications for the Free Translating Service (FTS) for eligible FTS Clients.

5.2 Service Delivery Principles

- a. The Service Provider must deliver and provide the Settlement Services in accordance with, and in a manner that promotes, the following Service Delivery Principles:

Service Provider principles

- i. **Professionalism:** Service Providers must provide Settlement Services with appropriately trained and skilled Case Managers and Personnel who deliver Settlement Services in accordance with relevant professional and industry standards, codes, and guidelines.
- ii. **Collaboration:** Service Providers must work collaboratively with Community Service Providers and professionals involved with a Client to ensure the best possible Settlement Outcomes for each Client. Service Provider Personnel must communicate effectively, and work transparently, cooperatively and professionally with any other case managers or professionals who deal with the client. It is vital that the Service Provider works together with others in a coordinated, cooperative and transparent manner in the best interests of the Client, and in order to facilitate seamless pathways between programs and Community Service Providers.
- iii. **Resourcefulness:** Service Providers must draw upon all available resources, both formal and informal, to provide support to Clients in the most cost effective manner.
- iv. **Confidentiality:** Client confidentiality must be maintained at all times in accordance with legislative and Contract requirements.
- v. **Culturally appropriate:** Service Provider Personnel must have the skills to work appropriately with Clients from culturally and linguistically diverse backgrounds. Service Providers must be sensitive to, and respectful of, the cultural and linguistic background as well as the spiritual/religious values of Clients. Information must be communicated accurately and appropriately to Clients and Clients must have the opportunity to communicate their needs in the language of their choice.
- vi. **Accountability:** Service Providers must ensure that services, including subcontracted and Purchased Services are delivered to the standard of skill, care and diligence expected of an expert professional provider of similar services and in accordance with these Service Delivery Principles.
- vii. **Innovation:** improvements in service delivery must be made by Service Providers wherever possible by identifying and responding to gaps and barriers, and maximising effective use of resources.

Client interface principles

- viii. **Client-centred:** outcome goals and activities are developed in collaboration with the Client and are tailored to each Client's needs and personal circumstances.
- ix. **Respect:** Clients are individuals who have the inherent right of respect for their human worth and dignity.

- x. Client participation: Clients are active participants in the Case Management process.
- xi. Life strengths approach: each individual has strengths that must be the focus of the interaction between the Case Manager and the Client. The delivery of Settlement Services must draw upon Client strengths, with the aim of assisting Clients to participate fully and independently in the Australian economy and society.
- xii. Flexibility: Settlement Services are delivered in a way that suits the individual Client needs and is varied according to the changing needs of the Client. This tailored Case Management approach identifies the need for, and prioritises, early intervention strategies as required.
- xiii. Children and young people: the best interests of children and young people are considered a priority.
- xiv. A central point of contact: the Client has one Case Manager who is the central point of contact and assumes overall responsibility for the duration of the delivery of Settlement Services.
- xv. Quality and continuity of care: Settlement Services must be delivered in an orderly and uninterrupted manner so that Clients are satisfied with both the interpersonal aspects of care and the coordination of the care they receive.
- xvi. Sustainable Client Settlement Outcomes: Settlement Services must focus on achieving sustainable Client Settlement Outcomes by developing Client skills and competency, supporting realistic expectations and transitioning Clients to independence, other settlement services and/or mainstream service systems.
- xvii. Regular engagement: Case Managers must regularly engage with Clients to build rapport, and to identify and address changing needs of Clients.

5.3 Contract Regions

- a. The Service Provider must deliver Settlement Services to Clients in the Contract Region/s to which it is appointed as a Service Provider. For this Contract that is Brisbane and surrounds and North Queensland.
- b. There are 11 defined Contract Regions across Australia. These are:
 - i. Canberra and surrounds;
 - ii. Sydney;
 - iii. Regional New South Wales;
 - iv. North Queensland;
 - v. Brisbane and surrounds;
 - vi. Northern Territory;
 - vii. South Australia;
 - viii. Western Australia;
 - ix. Tasmania;
 - x. Melbourne; and
 - xi. Regional Victoria.
- c. A map showing the boundaries of each Contract Region is outlined in the Contract Regions Maps set out at Appendix B.

5.4 Settlement locations and regional settlement

- a. Where practicable, the Department may seek to disperse the settlement of Clients around Australia based on the capacity of locations.
- b. Where appropriate, the Department may refer Clients to regional centres, which have the appropriate services and infrastructure to meet the Client's needs. This complements the Australian Government's commitment to strengthening humanitarian settlement in regional areas and relieving concentration of settlement in metropolitan locations where a high demand and competition for services may exist.
- c. The following locations are currently identified for humanitarian entrant and refugee settlement:
 - i. Perth, Western Australia;
 - ii. Darwin, Northern Territory;
 - iii. Adelaide, South Australia;
 - iv. Mt Gambier, South Australia;
 - v. Cairns, Queensland;
 - vi. Townsville, Queensland;
 - vii. Toowoomba, Queensland;
 - viii. Brisbane, Queensland;
 - ix. Logan, Queensland;
 - x. Gold Coast, Queensland;
 - xi. Coffs Harbour, New South Wales;
 - xii. Newcastle, New South Wales;
 - xiii. Sydney, New South Wales;
 - xiv. Wollongong, New South Wales;
 - xv. Wagga Wagga, New South Wales;
 - xvi. Albury, New South Wales;
 - xvii. Canberra, Australian Capital Territory;
 - xviii. Mildura, Victoria;
 - xix. Wodonga, Victoria;
 - xx. Shepparton, Victoria;
 - xxi. Melbourne, Victoria;
 - xxii. Geelong, Victoria;
 - xxiii. Hobart, Tasmania; and
 - xxiv. Launceston, Tasmania.
- d. From time to time, the Department may establish new regional locations for Client settlement, or cease some existing settlement locations.

- e. Prior to arrival, Clients are asked whether they have close family members (known as Links) living in Australia. Where practicable, the Department will consider settling a Client within reasonable proximity of their declared Link.
- f. For almost all SHP Clients, the Department will use its best endeavours to settle SHP Clients with or close to their Proposer. This could be anywhere in Australia. A Proposer would typically provide settlement support to an SHP Client. Based on need, the Service Provider must deliver the Settlement Services to a Client where their Proposer is unable to provide support.
- g. Where Clients move to a location classified as 'Remote Australia' or 'Very Remote Australia' in accordance with the ABS Remoteness Area Class, the Department may consider a payment loading on a case by case basis, as per the process for varying the Services at clause 26 of the Contract.

5.5 Duration of delivery of Settlement Services

- a. The Service Provider must, during the Contract Period, provide Settlement Services to each Client that has been referred to it through the HSP System until the earlier of:
 - i. all of the Client's Settlement Outcomes being met as per the Client's Case Management Plan; or
 - ii. the Department notifying the Service Provider of approval for Settlement Services to cease, or no longer to be provided by the Service Provider to, that Client.
- b. It is expected that most Tier 1 and Tier 2 Clients will be provided Settlement Services through the HSP for up to 18 months. The duration of delivery of Specialised and Intensive Services may vary according to the Tier 3 Client's needs.
- c. Where a Client still requires Specialised and Intensive Services at the Tier 3 level after six (6) months, the Service Provider must seek approval from the Department to extend the period of Specialised and Intensive Services through the HSP System. This should be undertaken as a part of the Client's six (6) month formal review.

5.6 Transfers between Contract Regions

- a. From time to time, Clients may move from their initial settlement location to a new location (this could be to any location within Australia). This may involve the Department transferring a Group to another service provider in a different Contract Region, or the Department requiring the Service Provider to continue to provide Settlement Services in another location within the Contract Region, including areas not identified as a settlement location.
- b. Generally, Clients who demonstrate adequate self-reliance and do not require further Settlement Services may not be transferred by the Department for ongoing Settlement Services in the new Contract Region.
- c. The Service Provider must inform Clients about the challenges of moving to another area and ensure that Clients understand they are individually responsible for all costs associated with their relocation, including any costs incurred through breaking a rental lease, travel and household goods removal.
- d. Where a Group moves from their initial settlement location:
 - i. the initial Service Provider must for all Clients:
 - A. update the Client's record in the HSP System to reflect all Settlement Services delivered by the Service Provider within 24 hours of becoming aware of, or receiving advice, that the Client intends to move or has moved; and

- B. provide the Client's Case Management Plan in the HSP System within 24 hours of becoming aware of, or receiving advice, that the Client intends to move or has moved; or
 - C. where all Settlement Services have been delivered but the Client is yet to Exit the HSP, the Service Provider must commence Exit procedures in accordance with the Case Management Guidelines; and
- ii. the Service Provider in the Contract Region where the Client has moved to must deliver any outstanding Settlement Services to that Client who has recently relocated in accordance with that Client's current Case Management Plan.

5.7 Cancellations

- a. Occasionally Clients do not arrive in Australia when expected. The Department will endeavour to inform the Service Provider if a Group is no longer expected to arrive at the anticipated time. Subsequent travel details will be provided by the Department when available.
- b. Where cancellation (non-arrival of a Group) occurs with less than one week's notice, the Service Provider that has been referred that Group through the HSP System may be eligible to a cancellation payment in accordance with the Payment Schedule.
- c. Where cancellation occurs relating to Transit Assistance, with less than 24 hours' notice, the Service Provider will be eligible to a cancellation payment in accordance with the Payment Schedule.
- d. Where notification of the cancellation relating to Transit Assistance is less than 48 hours, and the Service Provider has booked accommodation, the Service Provider will be eligible to a cancellation payment in accordance with the Payment Schedule.

6. SETTLEMENT SERVICES – GENERAL

6.1 Introduction

This section 6 sets out the detailed requirements for Settlement Services to be delivered by the Service Provider for all Clients.

6.2 Access and Equity

- a. The Service Provider must give Clients the opportunity to communicate their needs in the language of their choice. It is also essential that information is communicated accurately to Clients and that cultural sensitivities and confidentiality are taken into account at all times. From time to time, the Service Provider may find it appropriate to provide Clients with access to Material in that Client's local language. The Service Provider may require the services of an interpreter in the conduct of its activities under the Contract. See clause 62 of the Contract.
- b. The Service Provider may need to seek professional assistance for translating and interpreting services. For some purposes, other people with the required language skills, such as workers or Volunteers, also provide a valuable resource. Under certain circumstances, however, the use of bilingual workers, Volunteers or community members may not be appropriate or desired by the Client. Where legal or medical matters are involved, a professional National Accreditation Authority for Translators and Interpreters (NAATI) credentialed interpreter must be used, unless exceptional circumstances apply. Alternative arrangements must only be made where the Service Provider has exhausted all options for professional interpreting services (including telephone interpreting).

6.3 Case Management Services

- a. The Service Provider must provide Case Management to Clients to a minimum in accordance with the Case Management Guidelines.
- b. The Service Provider must deliver Settlement Services to Clients on an as needs basis, tailored to individual requirements. Not all Clients will necessarily require all Settlement Services.
- c. The Service Provider must appoint a suitably qualified person (in accordance with the Appendix C) to the role of Case Manager for each Client. The Case Manager will be the central point of contact for that Client.
- d. Where specified, an activity within the Case Management Plan must be undertaken by the Case Manager. For all other activities (except for Tier 3 Clients), an appropriately skilled and/or qualified case worker, may be assigned to assist the Client in achieving their outcomes and activities. Bilingual workers and Volunteers may assist with the provision of Services, but cannot be solely or pre dominantly responsible for the provision of Settlement Services to a Client.
- e. The Service Provider must ensure that the Case Manager develops a Case Management Plan for each Client in accordance with the Case Management Guidelines within:
 - i. three (3) weeks of that Client arriving in Australia for Clients referred directly through the Humanitarian Program; or
 - ii. five (5) Business Days of the Service Provider receiving approval from the Department or referral through the HSP System for all other Clients (i.e. Specialised and Intensive Services Clients).
- f. The Service Provider must record certain aspects of the Case Management Plan in the HSP System, in accordance with the Mandatory Data entry fields in the HSP System and the Case Management Guidelines to be eligible to receive payment in accordance with the Payment Schedule.
- g. The Service Provider must ensure that the Case Manager classifies each Client into a Tier in accordance with the Case Management Guidelines. Where there is a change in circumstances, the Case Manager may change a Client's Tier classification in accordance with the Case Management Guidelines.
- h. The Service Provider must ensure that the Case Manager regularly reviews and monitors each Client's Case Management Plan.
- i. The Service Provider must ensure that the Case Manager undertakes formal reviews of each Client's Case Management Plan in accordance with the Case Management Guidelines and:
 - i. for Tier 1 and 2 Clients at:
 - A. six (6) months following establishment of the Case Management Plan; and
 - B. Exit from the HSP; and
 - ii. for Tier 3 Clients at:
 - A. three (3) months following establishment of the Case Management Plan;
 - B. six (6) months following establishment of the Case Management Plan; and
 - C. at Exit from the HSP.

- j. If a Tier 3 Client is ready to be Exited from the HSP at six (6) months following establishment of their Case Management Plan, the Exit review must replace the six (6) month review.
- k. The Service Provider must report on a Client's (Data Exchange) Settlement Outcomes in the HSP System at each formal review.
- l. When reporting a Client's Settlement Outcomes, the Case Manager must assess a Client's level of achievement under each Settlement Outcome as outlined in the HSP Guidelines.
- m. The Service Provider must record certain aspects of each formal review of the Client's Case Management Plan in the HSP System, in accordance with the Mandatory Data entry fields and Case Management Guidelines to be eligible to receive payment in accordance with the Payment Schedule.
- n. The Service Provider must ensure that, once a Client has achieved the Settlement Outcomes as set out in their Case Management Plan, the Case Manager must Exit the Client from the HSP in accordance with the Case Management Guidelines.
- o. The Service Provider must conduct a Client survey in accordance with a template provided by the Department from time to time.
- p. The Service Provider must record certain aspects of a Client's Exit from the HSP in the HSP System, in accordance with the Mandatory Data entry fields and Case Management Guidelines to be eligible to receive payment in accordance with the Payment Schedule.

6.4 Orientation

- a. Orientation is a key component of the HSP and aims to provide Clients with the basic skills and knowledge that will allow them to independently access services, and to progress their Settlement Outcomes.
- b. The Service Provider must develop and deliver Orientation to Clients in accordance with the HSP Guidelines.
- c. All Clients aged 15 and over may participate in Orientation.
- d. The Service Provider must use its best efforts to:
 - i. commence Orientation for a Client within two to six weeks of that Client arriving in the Contract Region; and
 - ii. complete Orientation for a Client within 12 months of that Client arriving in the Contract Region
- e. The Department may, from time to time, provide the Service Provider with an Orientation Resource Kit. The Orientation Resource Kit may be used by the Service Provider to guide the delivery of Orientation, including example lesson plans.
- f. The Service Provider must record in the HSP System each Client's progress in achieving Key Outcomes for identified Orientation Core Settlement Topics at the:
 - i. 'awareness';
 - ii. 'knowledge'; and
 - iii. 'application'

levels (as outlined in the HSP Guidelines), and otherwise meet the requirements for delivery of Orientation set out at:

 - iv. section 7.4e (*Settlement Services*);

- v. section 8.2a (*Housing*);
- vi. section 8.3b (*Health*);
- vii. section 8.4a (*Money*);
- viii. section 8.5a (*Feeling at Home in Australia*);
- ix. section 8.5c (*Transport*);
- x. section 8.6b (*Family Functioning and Social Support*);
- xi. section 8.7a (*Australian Law*);
- xii. section 8.9a (*Education*); and
- xiii. section 8.10a (*Employment*),

to be eligible to receive payment in accordance with the Payment Schedule.

6.5 Service Coordination

Stakeholder Engagement

- a. The Service Provider must play a leading role in settlement and related service coordination and stakeholder management across the Contract Region.
- b. The Service Provider must, through proactive stakeholder engagement, ensure that collaborative working relationships are developed and promoted with:
 - i. key Government agencies;
 - ii. Other Service Providers;
 - iii. Community Service Providers;
 - iv. mainstream services;
 - v. the volunteering sector;
 - vi. other Government grant arrangements, for example Community Hubs and Settlement Grants; and
 - vii. other services as relevant to the successful settlement of refugees and humanitarian entrants.
- c. The Service Provider must:
 - i. develop and maintain close links with a broad network of service delivery agencies;
 - ii. improve service coordination and cooperation between key government and non-government service delivery agencies, with the aim of improving services to Clients;
 - iii. ensure regular engagement with stakeholders to identify local area needs and collaborate on the development of solutions;
 - iv. identify emerging settlement patterns, issues and trends within the Contract Region, and develop ways to address these;
 - v. raise awareness of the HSP in the Contract Region, especially throughout the establishment phase of the HSP; and

- vi. advocate for Clients' settlement-related needs to other organisations and agencies.
- d. The Service Provider must ensure appropriate attendance at local settlement planning committee meetings, whether convened by the Department or other agencies.

Employment

- e. The Service Provider must play a leading role in sharing information and coordinating between HSP, the Adult Migrant English Program (AMEP)/ Skills for Education and Employment (SEE) program and *jobactive* or other employment services providers where appropriate, such as Disability Employment Services (DES) or services offered by state governments.
- f. The Service Provider must ensure close engagement is established with local employment service provider(s) to:
 - i. coordinate with the Friendly Nation Initiative (FNI) or other employers;
 - ii. work with FNI employers and other interested businesses in the Contract Region to identify employment opportunities for Clients;
 - iii. monitor employment opportunities (e.g. work experience, volunteering, jobs) offered by FNI and other interested employers to Clients and report to the Department on the uptake of these positions; and
 - iv. regularly engage with Community Service Providers (both locally and nationally) and *jobactive* providers to share successful employment strategies and where applicable, implement these in the relevant Contract Region/s.

Orientation

- g. The Service Provider must play a leading role in the promotion, ongoing development and management of Orientation across the Contract Region.
- h. The Service Provider must ensure:
 - i. appropriate training is provided to Personnel responsible for the delivery of Orientation to Clients; and
 - ii. Orientation content is tailored to local contexts.

6.6 Free Translating Service

- a. The Department provides a Free Translating Service (FTS) for people settling permanently in Australia.
- b. The Service Provider must assist eligible FTS Clients in person by facilitating the lodgement of applications for the FTS, including scanning of documents to be translated.
- c. Eligible FTS Clients include:
 - i. permanent visa holders, except:
 - A. return resident visa subclasses 155 and 157; and
 - B. permanent partner visa subclasses 100 and 801 when the client has accessed the FTS on their eligible temporary partner visa.
 - ii. temporary visa subclasses, including:
 - A. Partner (Provisional) visa (subclass 309);
 - B. Partner (Temporary) visa (subclass 820);

- C. Dependent Child visa (subclass 445);
 - D. Temporary Humanitarian Stay visa (subclass 449)
 - E. Temporary Humanitarian Concern visa (subclass 786);
 - F. Temporary Protection visa (subclass 785); and
 - G. Safe Haven Enterprise visa (subclass 790).
- d. The FTS is only available within two years of an eligible visa grant, or arrival in Australia on an eligible visa (whichever is later).
 - e. The Service Provider must verify a Client's eligibility by reviewing their Visa Grant Notice and evidence of arrival date if their visa was granted offshore (such as a flight itinerary).
 - f. The Service Provider must use the translations service provider's website to lodge the FTS application on behalf of the FTS Client. This will involve scanning and uploading documents on the translations service provider's website, by following a step by step form.
 - g. The Service Provider may contact the translations service provider's helpdesk if they require assistance lodging a FTS application.
 - i. The Service Provider must enter confirmation of completion of the FTS Service into the HSP System to be eligible to receive payment in accordance with the Payment Schedule.

6.7 HSP Provider Advisory Group

- a. The Department may establish a HSP Provider Advisory Group to discuss current issues, challenges and strategies, share best practices and to advise on any significant issues.
- b. The Service Provider should nominate one senior Personnel as a member of the HSP Provider Advisory Group. The member must be available to meet twice a year by teleconference and once annually in person at a location advised by the Department.
- c. The Service Provider should send the nominated Personnel to each face-to-face meeting. The Service Provider may be permitted to send additional Personnel, at the Service Provider's expense, with the Department's prior written approval.
- d. The Service Provider must book travel and accommodation for attendance at meetings in accordance with the Department's Travel Policy.
- e. The Service Provider must enter the Requirements for the service set out in Section 6.7a-d as set out at Attachment A of the Payment Schedule, into the HSP System to be eligible to receive payment.

6.8 Orientation Conferences

- a. Orientation conferences are expected to be held annually during the Contract Period in order for Service Providers to discuss current issues, challenges and strategies, and to share best practice.
- b. The Department will endeavour to provide reasonable notice of Orientation conference dates and locations.
- c. The Service Provider should send one or two appropriate Personnel to each Orientation conference. The Service Provider may be permitted to send additional Personnel at the Service Provider's expense, with the Department's written approval.

- d. The Service Provider must book travel and accommodation for attendance at conferences in accordance with the Departmental Travel Policy.

The Service Provider must enter the Requirements for the service set out in Section 6.8a-d as set out at Attachment A of the Payment Schedule, into the HSP System to be eligible to receive payment.

7. IMMEDIATE DELIVERABLES SETTLEMENT SERVICES

7.1 Introduction

- a. This section 7 sets out the detailed service requirements to be delivered by the Service Provider when a Client is first referred to the Service Provider by the Department (Immediate Deliverable Settlement Services).
- b. Immediate Deliverables Settlement Services described under this section 7 are only available to Clients who are referred to the Service Provider directly through the Humanitarian Program. Clients holding the visas described under section 4.3c-d are ineligible to receive Immediate Deliverable Settlement Services.
- c. The Immediate Deliverables Settlement Services are to be provided based on need as identified through the Client's Pre-Arrival Assessment, and consequently, not all Immediate Deliverables Settlement Services will necessarily be required for all Clients.

7.2 Pre-Arrival Assessment

- a. The Service Provider must ensure that the Case Manager completes a Pre-Arrival Assessment for each Case, to identify on-arrival needs prior to arrival in Australia, based on the information provided by the Department through the HSP System, or by the Proposer, in accordance with the Case Management Guidelines.
- b. The Service Provider must enter the Requirements for the Settlement Service set out in section 7.2a, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment.
- c. The Pre-Arrival Assessment must consider any immediate on-arrival needs of the Clients within each Case, including Transit Assistance, health, cultural, religious, nutritional, hygiene, clothing, transport and accommodation.

7.3 Immediate on arrival Services

Overview

The Service Provider must provide each Group with the on-arrival Services detailed in this section 7.3 during the period from arrival of a Group in Australia to up to twelve hours following arrival of the Group at accommodation (unless otherwise specified) that meets the requirements of this section 7.3.

Transit Assistance

- a. The Service Provider must provide Transit Assistance to a Group requiring help with their connecting flights or onward travel arrangements.
- b. The Service Provider must provide accommodation at, or close to, the airport to all Groups who are in transit for more than eight hours between their arrival in Australia and onward travel. Accommodation must be a minimum of two-and-a-half star hotel rating and have adequate beds for all members of the Group.
- c. The Service Provider must transport the Group and their luggage to their accommodation.
- d. The Service Provider must make all necessary arrangements to return the Group and their luggage to the airport (or other departure point) in sufficient time to make their connecting travel.

- e. On departure from the Contract Region, the Service Provider must advise the final destination Other Service Provider of the Group's estimated time of arrival at their settlement location and any additional requirements not previously known, through the HSP System.
- f. The Service Provider must enter the Requirements for the Settlement Service set out in section 7.3a-e, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment.

Logistical Needs

- g. The Service Provider must meet each Group on arrival to Australia no later than the arrival time as per the Group's travel itinerary, which will be notified to the Service Provider through the HSP System. Where a Service Provider has airside airport access, the Service Provider must assist the Group through customs and quarantine and other airport processes.
- h. The Service Provider must address the Group's immediate on-arrival cultural and religious needs.
- i. The Service Provider must meet the Group's immediate on-arrival needs for food, essential clothing/footwear and personal hygiene.
- j. The Service Provider must arrange transport for the Group and their belongings to suitable accommodation that meets the requirement set out in the Accommodation Standards.
- k. All transportation provided or arranged by the Service Provider must comply with state or territory motor vehicle and licensing standards. Taxis may be used to transport the Group to their accommodation, provided the Service Provider accompanies the Group in the taxi.
- l. The Service Provider must enter the Requirements for the Settlement Service set out in section 7.3g-k, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment.

Safety

- m. The Service Provider must provide the Group with visual aids and details of emergency services and how to contact such emergency services (in the Group's first language).
- n. The Service Provider must provide property induction, including safety instructions and emergency plan for the accommodation (in the Group's first language).
- o. The Service Provider must provide visual aids and details of how to access an interpreter (in the Group's first language).
- p. The Service Provider must enter the Requirements for the Settlement Service set out in section 7.3m-o, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment.
- q. The Service Provider must provide the Case with a mobile phone to make and receive calls for the first six weeks of their arrival in Australia. Service Providers will be reimbursed up to \$150 (GST exclusive) for associated costs.
- r. The Service Provider must enter the Requirements for the Settlement Service set out in section 7.3q, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment.

Health

- s. The Service Provider must address any immediate health needs (within 72 hours of arrival in Australia) of the Client(s) appropriately and enter the Requirements, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to

receive payment. This may include calling an ambulance, or handover to a medical professional.

- t. The Service Provider must hire Mobility Aids for Clients who require them from the date of the Client's arrival in Australia for a maximum period of four weeks (28 calendar days).
- u. The Service Provider must enter the Requirements for the Settlement Service set out in section 7.3t, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment.

Accommodation

- v. The Service Provider must arrange accommodation for the Case in a property that meets the standards and conditions set out in the Accommodation Standards.
- w. The Service Provider must arrange and pay the full costs for suitable accommodation including utilities (known as Initial Accommodation Support (**IAS**)) for all Cases when they need to reside in accommodation (that is they are not residing with their Proposer, Link, family or friends) for their first 28 days in Australia that meets the standards and conditions set out in the Accommodation Standards.
- x. Not used.
- y. Where a Group relocates from their initial Contract Region to a different Contract Region within their first 28 days in Australia:
 - A. the Group will remain eligible for IAS for the remainder of those 28 days;
 - B. the Service Provider in the initial Contract Region will receive a pro rata payment for the amount of days the Group was in the accommodation in the initial Contract Region; and
 - C. the Service Provider in the Group's new Contract Region must provide IAS (in accordance with sections 7.3v-x of this SOR) to the Group for the remaining days that the Group is eligible for IAS. The Service Provider in the Group's new Contract Region will receive a pro rata payment for the corresponding days.
- z. The Service Provider must enter the Requirements for the Settlement Service set out in section 7.3v-x, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment.

On Arrival Food and Products

- aa. The Service Provider must arrange a package of culturally appropriate goods, (including fresh food products, essential personal hygiene items, basic cleaning products, and baby products if applicable) for the Group's arrival at the accommodation, up to a maximum amount of:
 - i. Band 1 (single Client): \$180 (GST exclusive);
 - ii. Band 2 (2 Clients): \$240 (GST exclusive);
 - iii. Band 3 (3-4 Clients): \$480 (GST exclusive);
 - iv. Band 4 (5-6 Clients): \$720 (GST exclusive);
 - v. Band 5 (7-8 Clients): \$960 (GST exclusive); and
 - vi. Band 6 (9 plus Clients): \$1080 (GST exclusive).
- bb. The Service Provider must ensure the package provided under section 7.3aa is sufficient to last seven days and be suitable to the size of the Group.

- cc. The Service Provider must enter the Requirements for the Settlement Service set out in section 7.3aa-bb, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment.

7.4 Immediate Post-arrival Services

- a. The Service Provider must arrange appointments, including assistance with document preparation and transport, for the Group to:
 - i. register with Centrelink;
 - ii. register with Medicare; and
 - iii. open a bank account with an institution registered with the Australian Prudential Regulation Authority (APRA).within three (3) Business Days of the Group arriving in Australia.
- b. The Service Provider must enter the Requirements for the Settlement Service set out in section 7.4a, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment.
- c. The Service Provider must register a Client's Health Undertaking with the health undertaking service within one week of that Client arriving in Australia and enter the Requirements for this Settlement Service, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment.
- d. The Service Provider must support the Client to manage any critical health appointments (for health needs that arise prior to their health assessment) and enter the Requirements for this Settlement Services, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment.
- e. The Service Provider must commence the Settlement Services Orientation, (including orientation to local services) in accordance with the HSP Guidelines and support the Client to participate.

8. FOUNDATION SETTLEMENT SERVICES

8.1 Introduction

- a. This section 8 outlines the Foundation Settlement Services to support Clients to achieve the Foundation Outcomes (as set out at Appendix A) and are to be provided based on need as identified through the Client's Case Management Plan. Consequently, not all Settlement Services outlined in this section 8 will necessarily be required for all Clients. For Tier 3 Clients, the Service Provider may request approval from the Department to increase the maximum number of instances they may provide Settlement Services outlined in this section 8, based on Client need. The Service Provider is only eligible to payment for Settlement Services provided in excess of the maximum number of instances listed in this section 8 with the Department's prior written approval.

8.2 Housing

On a needs basis the Service Providers must:

- a. deliver *Housing* Orientation in accordance with the HSP Guidelines and support the Client to participate.
- b. assist a Case to enter into a lease of at least six months (12 months preferred) on a property that meets the standards and conditions set out in the Accommodation Standards.
- c. Clients are expected to accept suitable accommodation that has been sourced for them. If a Case does not find the property suitable or is not agreeable to leasing the property, the Service Provider must source an alternative property. If a Case rejects

the alternative property without reasonable excuse, the Service Provider may decline to assist a Case to source further properties, subject to written approval of the Department.

- d. support a Case to apply for relevant government assistance where required, e.g. rental assistance, government bond.
- e. enter the Requirements for the Settlement Services set out in section 8.2a-d, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment.
- f. prior to expiry of a Case's initial lease support a Case to:
 - i. renew/extend their lease agreement for a minimum of a further six month's duration (twelve months preferred), up to a maximum of two (2) instances per Case; or
 - ii. source and secure a new lease agreement for a minimum of a further six month's duration (twelve months preferred), up to a maximum of two (2) instances per Case.
- g. source Crisis Accommodation for Clients/Cases who require it.
- h. enter the Requirements for the Settlement Services set out in section 8.2f-g, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment.
- i. provide Basic Household Goods (BHG) in accordance with the HSP Guidelines, up to a maximum amount of:
 - i. Band 1 (single Client): \$4,300 (GST exclusive);
 - ii. Band 2 (2 Clients): \$4,650 (GST exclusive);
 - iii. Band 3 (3-4 Clients): \$7,000 (GST exclusive);
 - iv. Band 4 (5-6 Clients): \$8,050 (GST exclusive);
 - v. Band 5 (7-8 Clients): \$10,000 (GST exclusive); and
 - vi. Band 6 (9 plus Clients): \$10,500 (GST exclusive), and
- j. enter the Requirements for the Settlement Services set out in section 8.2i, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment.

8.3 Physical and Mental Health and Wellbeing

On a needs basis the Service Provider must:

- a. coordinate and support attendance at health appointments, including health assessments (within 28 days of the Client's arrival in Australia) and specialised health services up to a maximum of:
 - i. Tier 1 Clients: one (1) instances per Client;
 - ii. Tier 2 Clients: four (4) instances per Client; and
 - iii. Tier 3 Clients: six (6) instances per Client;and enter the Requirements for this Settlement Service, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment.
- b. deliver *Health* Orientation in accordance with the HSP Guidelines and support the Client to participate.

8.4 Managing Money and Transport

- a. On a needs basis the Service Provider must deliver *Money Orientation* in accordance with the HSP Guidelines and support the Client to participate.

8.5 Community Participation and Networking

On a needs basis the Service Provider must:

- a. deliver *Feeling at Home in Australia Orientation* in accordance with the HSP Guidelines and support the Client to participate;
- b. support the Client to participate in local groups, activities or community events up to a maximum of one (1) instance per Client and enter the Requirements for this Settlement Service, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment; and
- c. deliver *Transport Orientation* in accordance with the HSP Guidelines and support the Client to participate.

8.6 Family Functioning and Social Support

On a needs basis the Service Provider must:

- a. support a Client to access family support services up to a maximum of:
 - i. Tier 1 and Tier 2 Clients: two (2) instances per Client; and
 - ii. Tier 3 Client: five (5) instances per Client;and enter the Requirements for this Settlement Service, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment. This could include family relationship counselling, parenting support, child and youth services, domestic violence services, and drug and alcohol related services; and
- b. deliver *Family Functioning and Social Support Orientation* in accordance with the HSP Guidelines and support the Client to participate.

8.7 Justice

- a. On a needs basis the Service Provider must deliver *Australian Law Orientation* in accordance with the HSP Guidelines and support the Client to participate.

8.8 Language Services

On a needs basis the Service Provider must:

- a. register a Client with appropriate English language learning opportunities, such as the AMEP and enter the Requirements for this Settlement Service, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment;
- b. For registration with an AMEP provider, registration and commencement must occur within the applicable timeframe contained in subsection 4C(2) of the *Immigration (Education) Act 1971* (Cth); and
- c. support the Client to attend English language lessons up to a maximum of:
 - i. Tier 1 Clients: one (1) instance per Client;
 - ii. Tier 2 Clients: two (2) instances per Client;
 - iii. Tier 3 Clients: three (3) instances per Client;

and enter the Requirements for this Settlement Service, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment.

8.9 Education and Training

On a needs basis the Service Provider must:

- a. deliver *Education* Orientation in accordance with the HSP Guidelines and support the Client to participate;
- b. support the Client(s) to apply for and enrol in relevant education and training up to a maximum of one (1) instance per Client and enter the Requirements for this Settlement Service, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment;
- c. enrol school-aged Clients in primary or secondary school as soon as possible and no later than six weeks after arrival in Australia and enter the Requirements for this Settlement Service, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment; and
- d. facilitate recognition of pre-arrival skills and qualifications up to a maximum of one (1) instance per Client and enter the Requirements for this Settlement Services, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment.

8.10 Employment Outcome

On a needs basis the Service Provider must:

- a. deliver *Employment* Orientation in accordance with the HSP Guidelines and support the Client to participate;
- b. have the Case Manager attend the first employment services appointment with the Client, (if agreed with the Client) and contribute to employment planning up to a maximum of one (1) instance per Client and enter the Requirements for this Settlement Service, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment;
- c. have the Case Manager assist the Client to implement identified employment strategies, for example engaging in jobsearch activities, up to a maximum of one (1) instance per Client and enter the Requirements for this Settlement Service, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment; and
- d. support the Client to access support services for establishing a business, (where relevant) up to a maximum of one (1) instance per Client and enter the Requirements for this Settlement Service, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment.

8.11 Purchased Services for Tier 3 Clients

- a. The Service Provider may propose to purchase services for Tier 3 Clients to assist in achieving the Settlement Outcomes (Purchased Services), in circumstances such as where:
 - i. the professional services required extend beyond the expertise or capacity of the Service Provider; and
 - ii. there are no suitable free services available through government programs or other channels.
- b. The Service Provider must:

- i. source free or existing mainstream services before considering obtaining Purchased Services; and
- ii. obtain the Department's written approval before obtaining Purchased Services.
- c. The Service Provider must provide the Department with evidence of their investigation and exhaustion of all free services for the Department's consideration in determining whether to approve Purchased Services.
- d. The Service Provider must enter the Requirements for the Settlement Service set out in 8.11a-c, as set out at Attachment A to the Payment Schedule, into the HSP System to be eligible to receive payment.

9. SETTLEMENT SERVICES – REPORTING

9.1 HSP System

- a. The Service Provider must:
 - i. use the HSP System in the provision of Settlement Services; and
 - ii. comply with the HSP Systems requirements set out clause 12 of the Contract and the HSP Guidelines.
- b. The Service Provider must complete all the relevant Mandatory Data fields within five (5) Business Days of providing a Settlement Service (unless otherwise specified in this SOR).

9.2 Program Key Performance Indicators

- a. The Service Provider must ensure that it meets or exceeds the Program Key Performance Indicators (KPIs), as indicated below:

Key Performance Indicators
70% of Clients aged 15 years and over, achieve Key Outcomes of HSP Orientation at the 'knowledge' level (as set out in the HSP Guidelines) within seven (7) months of arrival to Australia
60% of Clients aged 15 years and over, achieve Key Outcomes of HSP Orientation at the 'application' level (as set out in the HSP Guidelines) within twelve (12) months of arrival to Australia
95% of Clients aged 18 or over are supported to attend English language lessons within six (6) months of arrival to Australia
30% of Clients (aged 18-65 years) are supported to enrol in education and training (other than English language lessons) within twelve (12) months of arrival to Australia
80% of Clients (aged 18-65 years) are supported to engage in employment services within twelve (12) months of arrival to Australia
95% of Clients have received all Settlement Services, identified as a need through their Case Management Plan prior to Exit
30% of Tier 1 Clients (aged 18-65 years and who are seeking work and available for work) are employed at Exit
20% of Tier 2 Clients (aged 18-65 years and who are seeking work and available for work) are employed at Exit

95% of Mandatory Data is entered into the HSP System within five (5) Business Days of the delivery of a Settlement Service

- b. The Department may monitor KPIs, including through the HSP System.
- c. Performance against the KPIs will be discussed as part of the Business Plan.
- d. From time to time during the Contract Period, the Department may use data gathered through the HSP System to adjust the KPIs, in consultation with Service Providers.

9.3 Business Plan

- a. The Service Provider must develop and implement a Business Plan using the template in the HSP Guidelines or otherwise provided to it by the Department.
- b. The Service Provider must ensure the Business Plan:
 - i. sets out frameworks and procedures governing best practice, and details service delivery methods for all aspects of the Settlement Services, including potential challenges and providing constructive planning to manage these issues;
 - ii. include strategies for:
 - A. achieving the HSP Objectives (set out in section 5.1 of this SOR),
 - B. supporting the Service Delivery Principles (set out in section 5.2 to this SOR),
 - C. meeting or exceeding the KPIs (set out in section 9.2 to this SOR), and
 - D. meeting Contract requirements; and
 - iii. addresses how the Service Provider will manage relationships and coordinate Settlement Services across Subcontractors (where applicable).
- c. The Business Plan must be submitted to the Department for review and Approval within 21 Business Days of the Commencement Date of the Contract.
- d. The Service Provider must meet with the Department to discuss the Business Plan.
- e. The Business Plan is subject to Approval by the Department prior to implementation, in accordance with clause 14 of the Contract. The Approval Requirements are that the Business Plan adequately addresses all of the requirements set out in this section 9.3, the Business Plan template set out in the HSP Guidelines (or otherwise provided to it by the Department), and is otherwise acceptable to the Department.
- f. On Approval of the Business Plan by the Department, the Service Provider will be eligible to receive payment in accordance with the Payment Schedule.
- g. A formal review of the Business Plan is to be conducted, in consultation with the Department Representative, no later than 30 May of each year.
- h. The formal review will establish the Business Plan for the next Financial Year. The revised Business Plan must be provided to the Department by 30 June each year (if the due date for the Business Plan is not a Business Day, the report will be due on the next Business Day).
- i. The Service Provider must implement the new Business Plan from 1 July each year.
- j. The Service Provider must review performance against its Business Plan throughout the Financial Year and provide the Department Representative with regular updates

through an agreed schedule of meetings or other arrangement, as agreed between the Service Provider and the Department Representative at the commencement of the Business Plan.

- k. The Service Provider must submit Six-Monthly Reports to the Department Representative outlining progress against the Business Plan, in accordance with the Six-Monthly Reporting template in the HSP Guidelines by:
 - i. 30 January of each year for the 6 months from 1 July to 31 December; and
 - ii. 15 August of each year for the 6 months from 1 January to 31 June.
- l. The Six-Monthly Report is subject to Approval by the Departmental in accordance with clause 14 of the Contract.
- m. On Approval of a Six-Monthly Report, the Service Provider will be eligible to receive payment in accordance with the Payment Schedule.

9.4 Critical Incident Reporting

- a. For all Critical Incidents, the Service Provider must notify the Department within 24 hours of the event (or knowledge of the event), in accordance with the HSP Guidelines. The Service Provider must record and report all Critical Incidents in the HSP System, within 24 hours of the event (or knowledge of the event) or sooner depending on the severity of the incident.

9.5 Monitoring

- a. Regular monitoring and evaluating activities may be undertaken by the Department for purposes, including compliance checks, quality assurance and audit and evaluation of the Services in accordance with clauses 55 and 56 of the Contract.

9.6 Records Management

- a. The Service Provider must maintain up-to-date electronic records (in the HSP System or the Service Provider's own system that meets the requirements of clause 12 of the Contract) related to each Client of:
 - i. all action taken to deliver the Settlement Services, including information that supports and evidences decision making, dates of activities and the name and position of Personnel undertaking duties;
 - ii. all Settlement Services facilitated or coordinated, and any information pertinent to the ongoing management of each Client;
 - iii. all financial records, including invoices, payments, reimbursements and repayments relevant to the Settlement Services;
 - iv. all correspondence between the Department and the Service Provider; and
 - v. any other matters of importance to the delivery of the Settlement Services or operation of the Contract.
- b. The Service Provider must ensure that these records:
 - i. can be readily accessed in a form readable by the Department
 - ii. are stored in approved record keeping systems as outlined in the Operational Guidelines; and
 - iii. are available for review at any time by the Department or an auditor employed by the Department.

- c. The Service Provider must ensure all Personnel are familiar with the Operational Guidelines and adhere to all processes, including regarding the collection and protection of Personal Information. Provision shall be made for the storage and destruction of records which must comply with the Department's requirements and other legislative requirements.
- d. The Service Provider must ensure all Mandatory Data is entered into the HSP System.

10. TRANSITION IN AND TRANSITION OUT

10.1 Transition In

- a. A Transition In Period will commence on the Commencement Date and continue until Acceptance of Transition In (refer clause 10 of the Contract).
- b. The Service Provider must undertake all necessary arrangements during the Transition In Period to ensure that it is ready and able to begin full delivery of Settlement Services by the Transition In Date.
- c. The Transition In Plan must include:
 - i. all of the tasks that the Service Provider needs to complete to be fully prepared to commence delivering Settlement Services to Clients from the Transition In Date;
 - ii. details of how the Service Provider will ensure continuity of services to Clients, including those clients that may transfer to it from outgoing providers (including under the HSS and CCS Programs);
 - iii. the information specified in the Transition In Plan template; and
 - iv. a Transition In project schedule.
- d. The Department will review the Transition In Plan and the Service Provider must make any changes requested by the Department prior to it being Approved.
- e. The Transition In payment will be paid in accordance with the Payment Schedule.
- f. The Approval Requirements are that the Transition In Plan adequately addresses the matters set out in section 10.1 of this SOR and its content is acceptable to the Department.

10.2 Transition Out

- a. In the event of expiry or termination of the Contract, the Service Provider must provide Transition Out assistance in accordance with clause 60 of the Contract and the Transition Out Plan.
- b. The Service Provider may be required to provide the Transition Out assistance to the Department or another organisation nominated by the Department.
- c. The Service Provider must develop and deliver to the Department for Approval, Transition Out Plan that details how the Services will be transitioned to the Department or another organisation.
- d. The Service Provider must submit a draft Transition Out Plan to the Department six months prior to the expiration of the Contract, or within a timeframe otherwise agreed in writing by the Department.
- e. The Transition Out Plan must address key matters and actions that need to be considered and undertaken as part of handover of service delivery to a new contractor.

- f. The Service Provider must review and amend the Transition Out Plan as requested by the Department.
- g. The Approval Requirements are that the Transition Out Plan adequately addresses the matters set out in section 10.2 of this SOR and its content is acceptable to the Department.

10.3 Key Milestones for Transition

- a. The Service Provider must perform the activities outlined in sections 10.1 and 10.2 of this SOR in accordance with the Milestones set out in the table below. The Service Provider must achieve the each Milestone and its Acceptance Criteria by the Milestone Date.
- b. The Service Provider must submit the Documentation iteratively to the Department, to enable the Department to thoroughly review them for Approval and with sufficient time for the Service Provider to make further amendments as may be required to ensure its Approval of the relevant Documentation by the applicable Milestone Date.
- c. The Transition In Date is 30 October 2017.

Item	Milestone	Acceptance Criteria	Milestone Date
1.	Approval of the Transition In Plan	The Service Provider has made any amendments requested by the Department and the Transition In Plan is Approved by the Department.	Within 15 Business Days following the Commencement Date or a timeframe otherwise agreed by the Department.
2.	Approval of the Business Plan	The submitted Business Plan adequately addresses all of the requirements set out in section 9.3 of this SOR and is Approved by the Department.	Within 21 Business Days following the Commencement Date and 30 June each year thereafter during the Contract Period.
3.	Infrastructure ready – successful completion of the 'Activities for Consideration' relating to 'Infrastructure' set out in the Transition In Plan in order to commence the provision of Settlement Services from 30 October 2017.	Service Provider submits written evidence satisfying the Department that it has successfully completed the 'Activities for Consideration' relating to Infrastructure and met the relevant Acceptance Criteria set out in the Transition In Plan, and it is fully able to perform the Services.	Within the timeframe agreed in the Service Provider's Approved Transition In Plan.
4.	Recruitment and Training complete – successful completion of the 'Activities for Consideration' relating to 'Recruitment and Training' set out in the Transition In Plan in order to commence the provision of Settlement Services from 30 October 2017.	Service Provider submits written evidence satisfying the Department that it has successfully completed the 'Activities for Consideration' relating to Recruitment and Training and met the relevant Acceptance Criteria set out in the Transition In Plan, and its workforce is fully ready to commence the provision of the Services from 30 October 2017.	Within the timeframe agreed in the Service Provider's Approved Transition In Plan.

Item	Milestone	Acceptance Criteria	Milestone Date
5.	Policy and Procedures ready – successful completion of the 'Activities for Consideration' relating to 'Policies and Procedures' set out in the Transition In Plan in order to commence the provision of Settlement Services from 30 October 2017.	Service Provider submits written evidence satisfying the Department that it has successfully completed the 'Activities for Consideration' relating to Policy and Procedures and met the relevant Acceptance Criteria set out in the Transition In Plan, and is fully ready to commence provision of the Services from 30 October 2017.	Within the timeframe agreed in the Service Provider's Approved Transition In Plan.
6.	Acceptance of Transition In	All aspects of the Service Provider's capability and workforce are ready for the commencement of the Services from 30 October 2017.	No later than 16 October 2017 or a date otherwise agreed by the Department.
7.	Approval of the Transition Out Plan	The submitted Transition Out Plan adequately addresses all of the requirements set out in section 10.2 of this SOR and is Approved by the Department.	Six months prior to the expiration of the Initial Contract Period (unless otherwise agreed in writing by the Department), for Approval no later than five months prior to the expiration of the Initial Contract Period.

List of Appendices to the Statement of Requirement

- A. HSP Outcomes Framework
- B. Contract Regions Maps – *in separate document*
- C. Case Manager Skills and Qualifications

Appendix A

<h3 style="margin: 0;">Humanitarian Settlement Program Outcomes Framework</h3> <p style="margin: 0; font-size: small;">HSP will build skills and knowledge for social and economic well-being of eligible clients through a tailored needs-based case management approach.</p>		
Immediate Deliverables	Intermediary Outcomes	
	Foundation	Innovation Target Outcomes
<p style="text-align: center; margin: 0;">Pre arrival to Australia</p> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px; background-color: #fff;">A client has an on-arrival needs assessment in place prior to their arrival</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px; background-color: #fff;">A client has suitable accommodation on arrival</div>	<div style="background-color: #ff7f50; border-radius: 15px; padding: 10px; margin-bottom: 5px;"> <p style="margin: 0;">Housing</p> <p style="margin: 0; font-size: small;">A client is in secure and suitable accommodation</p> <p style="margin: 0; font-size: small;">A client can navigate the housing market to secure and maintain suitable rental accommodation</p> </div> <div style="background-color: #ffcc00; border-radius: 15px; padding: 10px; margin-bottom: 5px;"> <p style="margin: 0;">Physical and Mental Health and Wellbeing</p> <p style="margin: 0; font-size: small;">A client can use services and implement strategies to improve or maintain physical and mental health and lifestyle</p> </div> <div style="background-color: #6a329f; border-radius: 15px; padding: 10px; margin-bottom: 5px;"> <p style="margin: 0;">Managing Money</p> <p style="margin: 0; font-size: small;">A client can manage and access finances</p> </div> <div style="background-color: #4682b4; border-radius: 15px; padding: 10px; margin-bottom: 5px;"> <p style="margin: 0;">Community Participation and Networking</p> <p style="margin: 0; font-size: small;">A client can develop and maintain links with local communities and continue cultural practices</p> <p style="margin: 0; font-size: small;">A client knows about Australian way of life and values</p> <p style="margin: 0; font-size: small;">A client can safely use transport</p> </div> <div style="background-color: #00b050; border-radius: 15px; padding: 10px; margin-bottom: 5px;"> <p style="margin: 0;">Family Functioning and Social Support</p> <p style="margin: 0; font-size: small;">A client can access government services and other support</p> </div> <div style="background-color: #6495ed; border-radius: 15px; padding: 10px; margin-bottom: 5px;"> <p style="margin: 0;">Justice</p> <p style="margin: 0; font-size: small;">A client knows that they have legal rights and responsibilities and how to obtain legal assistance</p> </div> <div style="background-color: #4db6ac; border-radius: 15px; padding: 10px; margin-bottom: 5px;"> <p style="margin: 0;">Language Services</p> <p style="margin: 0; font-size: small;">A client participates in AMEP and other English language learning</p> </div> <div style="background-color: #9575cd; border-radius: 15px; padding: 10px; margin-bottom: 5px;"> <p style="margin: 0;">Education and Training</p> <p style="margin: 0; font-size: small;">A client has sought recognition of pre-arrival skills and qualifications</p> <p style="margin: 0; font-size: small;">A school-aged client is enrolled in mandatory education</p> <p style="margin: 0; font-size: small;">A client can apply for and participate in education and training</p> </div> <div style="background-color: #e91e63; border-radius: 15px; padding: 10px;"> <p style="margin: 0;">Employment</p> <p style="margin: 0; font-size: small;">A client can engage with employment services and seek and apply for jobs</p> <p style="margin: 0; font-size: small;">A client is on a pathway to achieve their employment goals</p> <p style="margin: 0; font-size: small;">A client can access support services for establishing a business</p> </div>	<div style="background-color: #ffff00; border-radius: 15px; padding: 10px; margin-bottom: 10px; text-align: center;"> <p style="margin: 0; font-size: small;">Improved social cohesion for humanitarian entrants</p> </div> <div style="background-color: #ffff00; border-radius: 15px; padding: 10px; margin-bottom: 10px; text-align: center;"> <p style="margin: 0; font-size: small;">Improved English language proficiency, literacy and numeracy for humanitarian entrants</p> </div> <div style="background-color: #ffff00; border-radius: 15px; padding: 10px; margin-bottom: 10px; text-align: center;"> <p style="margin: 0; font-size: small;">Improved participation in education and training for humanitarian entrants</p> </div> <div style="background-color: #ffff00; border-radius: 15px; padding: 10px; text-align: center;"> <p style="margin: 0; font-size: small;">Improved employment outcomes for humanitarian entrants</p> </div>
<p style="text-align: center; margin: 0;">On arrival – or upon determination of eligibility to HSP (within 12 hours)</p> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px; background-color: #fff;">A client is met and welcomed on arrival to Australia</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px; background-color: #fff;">A client's immediate cultural and religious, nutritional, hygiene, clothing and footwear needs are met</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px; background-color: #fff;">A client is transported to suitable accommodation</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px; background-color: #fff;">A client knows what to do in an emergency situation</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px; background-color: #fff;">A client's immediate health needs are met</div>		
<p style="text-align: center; margin: 0;">Post arrival (or upon acceptance into HSP)</p> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px; background-color: #fff;">A client is registered with Centrelink, Medicare and bank within three days of arrival</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px; background-color: #fff;">A client attends critical health appointments</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px; background-color: #fff;">A client knows where their immediate services are</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px; background-color: #fff;">A client can utilise translating and interpreting services</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; margin-bottom: 5px; background-color: #fff;">A client has a case management plan in place</div>		
Data collection and reporting		
<p style="margin: 0; font-size: small;"><i>Note: The HSP is a needs-based program. Not all outcomes will be relevant to all clients.</i></p>		

Contract Region Maps

[Set out in separate attachments]

Case Manager Skills and Qualifications

Introduction

1. The Case Manager is the central point of contact and assumes overall and ultimate responsibility for the management of the delivery of Settlement Services to Clients.
2. The relationship with the Case Manager is the foundation on which the HSP Case Management process is based, working in partnership with Clients and other Service Provider Personnel, case workers and professionals involved in supporting the Client.

Case Manager skills and qualifications

3. Case Managers must have the necessary and appropriate registrations, accreditations, qualifications, skills, training and experience to deliver the Services. Case Managers must have, as a minimum, one of the following qualifications (or an equivalent alternate qualification):
 - Diploma of Community Services (Case Management); or
 - Bachelor of Applied Sciences (Community Services).
4. For Tier 3 (Specialised and Intensive Services) Clients, a Social Worker must be engaged to work with the Client for all Settlement Services. Social Workers must have, as a minimum, one of the following qualifications (or an equivalent alternate qualification):
 - Bachelor of Social Work; or
 - Bachelor of Psychological Services.