HORIZONS

Powered by

Practera

# Programme Charter

v 1.0

26 February 2025

# Horizons Programme Charter

## 1. Executive Summary

Horizon's mission is to be the UK's leading Higher Education programme to provide "at risk" students with introductory, professional work experience to break down barriers to career attainment.

The Horizons Programme will provide meaningful, introductory, professional work experience to first or second year Undergraduate students from Widening Participation (WP) groups[1]. Students will develop real and measurable insights, confidence, skills, experience, career readiness and connections to broaden their career horizons, increasing their equality of opportunity to achieve meaningful post-study outcomes.

Professional Work Experience during study has been strongly evidenced to be an influential factor in graduate attainment. Horizons aims to make professional experience more accessible and available to WP students, addressing risks to Progression identified in the Office for Students "Equality of Opportunity Risk Register (EORR)" (Risks; 12, 7 & 11).

Horizons offers students and institutions;

- a structured and supported 3-week, 30-hour, CV-worthy professional project experience with an authentic industry client and a team of 5-7 peers
- a cross-institutional, quality assured programme with regular cohorts scheduled at 'off peak' study times which institutions can participate in as budget allows
- a distinctive, branded programme which can offer students recognition, promotion and certification and can position for Government, Foundation & Corporate funding to grow scholarship places
- Practera manages the programme in line with this Charter, and supports a Governance committee with institutional representation

| Key contacts | | |
|---|---|---|
| Programme Chair | Practera CEO | UK Managing Director |
| Dr Kate Daubney | Beau Leese | Louise Moran |
| kate@katedaubneycareers.com | beau@practera.com | louise@practera.com |

[1] Groups defined as at-risk of Progression from Higher Education by the Office for Students

## 2. Background

In late 2024, Practera led the formation of a diverse consortium of 17 English Universities to support a bid for funding of the Horizons programme by the Office for Students *Equality in Higher Education Innovation Fund*.

While the bid was unsuccessful, a number of partners have agreed the program objectives and design were worthy of independent implementation, and have agreed to support the implementation of the programme by Practera with their own funding.

Currently many students from groups defined as at-risk by the EORR, experience risk to Progression from Higher Education (EORR Risk 12) through lacking access to high quality professional work experience in their study journey, due to many factors including insufficient awareness, confidence, personal networks, geography, personal support (EORR Risk 7) and capacity issues (EORR Risk 11).

Work Experience during study has been strongly evidenced to be an influential factor in graduate attainment. Eg; DfE "Planning for Success" report (2017), HEFCE Learning Gain Careers Registration Project (2015-2018). See appendix A for risks addressed and evidence to support the programme design.

There is not currently a collaborative, cross-institutional, highly visible Higher Education programme open to all UK Universities to engage students from groups defined as at-risk by the EORR to engage with employers in accessible, cost effective, authentic and quality assured introductory professional work experience.

All Higher Education Providers, and some regional groupings, have their own programmes to reduce risks to inequality of opportunity, including related to experiential learning.

However feedback on the additive systemic value of this proposal from Higher Education Providers was uniformly positive, in particular the collaboration benefits;

- the programme is a well targeted intervention to address OFS EORR risk 12
- opportunity to share data, insights and effective practice
- shaping the design of preparatory and industry project content
- opportunity and benefit for students to collaborate and form networks with peers from other institutions, benefiting in particular institutions with less access to major employment markets, resources & careers support infrastructure.
- opportunity to promote to and educate employers through a large scale and highly visible programme, the benefits and opportunity of engaging systematically with Universities and in particular with students from at-risk backgrounds
- low cost leveraging common models, brand and economies of scale
- opportunity to build a collaborative benchmarking dataset on programme activities, outputs, outcomes and impact

Practera is an edtech company with 14 years experience which works with >150 Universities globally and >40 in the UK. Practera brings unique education technology

for managing student-industry projects at scale, and substantial global experience in scaling ‘for purpose’ University employability student-industry project networks across institutions in other contexts, notably the Australian Government sponsored Study Australia Industry Experience Programme, which has engaged >7000 international students from 86 Higher Education Providers with >1000 Australian organisations in a similar delivery model.

## 3. Programme Objectives & Operating Principles

Horizon’s mission is to be the UK’s leading Higher Education programme to provide at risk students with introductory, professional work experience to break down barriers to career attainment.

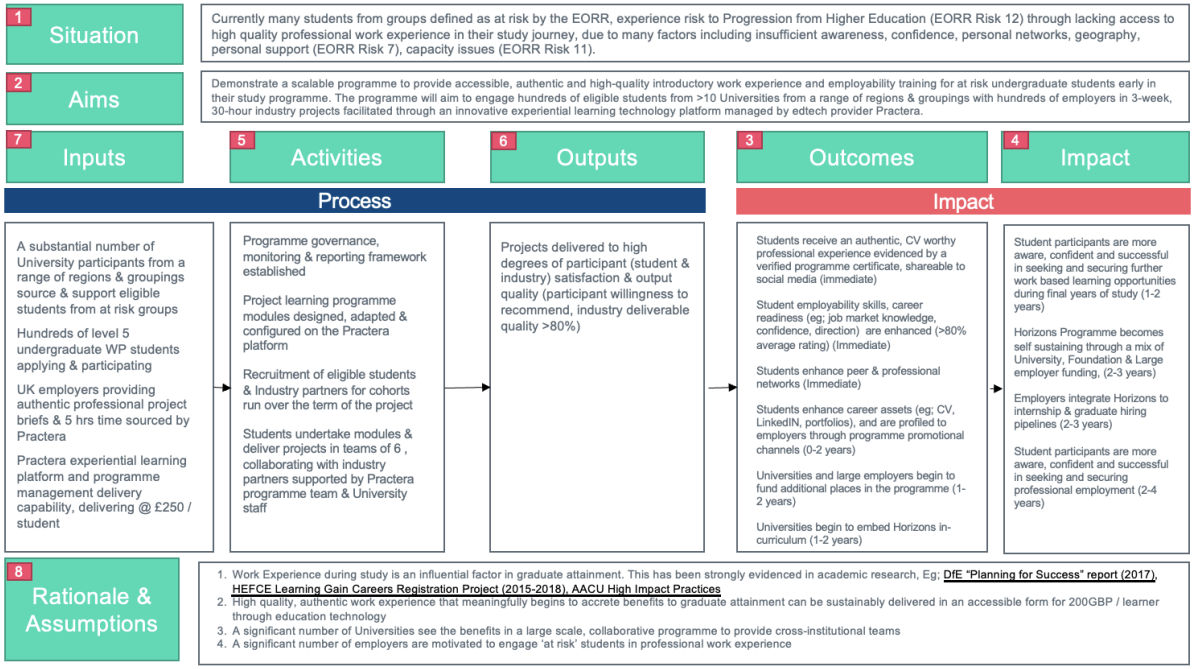
The Horizons programme will aim to initiate a scalable programme to provide accessible, authentic and high-quality introductory work experience and employability training for at risk undergraduate students early in their study programme.

The intent is to focus on first and second year undergraduate students, who will have the most opportunity to use the programme experience to recognise the need for, seek out and secure further work based learning opportunity to add to that of the Horizons Programme, to cumulatively enhance their prospects of post-graduate career attainment.

Within 2 years, The programme will aim to engage hundreds of eligible students from >12 Universities from a range of regions & groupings with employers in 3-week, 30-hour industry projects facilitated through an innovative experiential learning technology platform managed by edtech provider Practera.

The programme has the ultimate goal of being self sustaining, engaged with by a working majority of English Universities and operating at >10K per annum scale. A number of partners have indicated that the programme could be incorporated to curriculum in 1-2 years. This would meaningfully add to the capacity and capability of the sector to reduce risks of equality of opportunity and disproportionately assist institutions & students with less access to major employment markets, resources & careers support infrastructure.

### Program Logic




*Office for Students Transforming Access & Outcomes in Higher Education Program Logic Model*

**Operating principles**

To achieve its objectives, the programme aims to operate according to the following principles;

1. Transparent and accountable governance, monitoring & evaluation overseen by an independent committee and informed by Higher Education Partners in a genuine collaboration^
2. Open to all UK Higher Education Providers on common terms, with a goal of diversity in representation – eg; geography, grouping
3. Focus on first & second year domestic UK undergraduates from groups defined as at-risk by the EORR and nominated by their University to participate
4. Cross-institutional, multi-disciplinary & diverse student teaming model with an objective of forming cross-institutional peer networks
5. Programme design aims to overcome personal support and capacity barriers to participation and completion – eg; it is short form, online, primarily asynchronous, accessible and undertaken at off peak study times
6. Program design adheres to Fair Employment Standards whereby the programme is a learning experience, for the benefit of the student and is not classified as work
7. Participating Higher Education Partners will over time aim to incorporate the programme into curriculum and/or co-curricular programming for equity and recognition purposes
8. Data and results sharing with Higher Education Partners, including conference submissions and an open de-identified dataset for research purposes
9. Recognition, promotion and certification for students

10. Over time, seek out external (eg; Government, Employer and Foundation) funding to grow the programme. Any funding will be utilised solely and directly to subsidise or provide scholarship places at prevailing full cost of delivery, including overheads.
11. Maintain high standards of data privacy, security & risk management
12. Maintain low cost / student leveraging common models, brand and economies of scale

**Genuine collaboration**

**To be successful the project must be a genuine collaboration between Practera and the HEP partners**. The outcomes cannot be delivered without the active leadership, brand, governance & risk, expertise, social license and student custodial capacities of the HEPs, delivered in every aspect of the project from planning, to design, to student selection, industry recruitment, student support, issue management, certification & alumni promotion, reporting and research.

## 4. Delivery Model

The Horizons Programme will provide meaningful, introductory, professional work experience to first or second year Undergraduate students from widening participation (WP) groups[2].

The programme will aim to have students develop real and measurable insights, confidence, skills, experience, career readiness and connections to broaden their career horizons, increasing their equality of opportunity to achieve meaningful post-study outcomes.

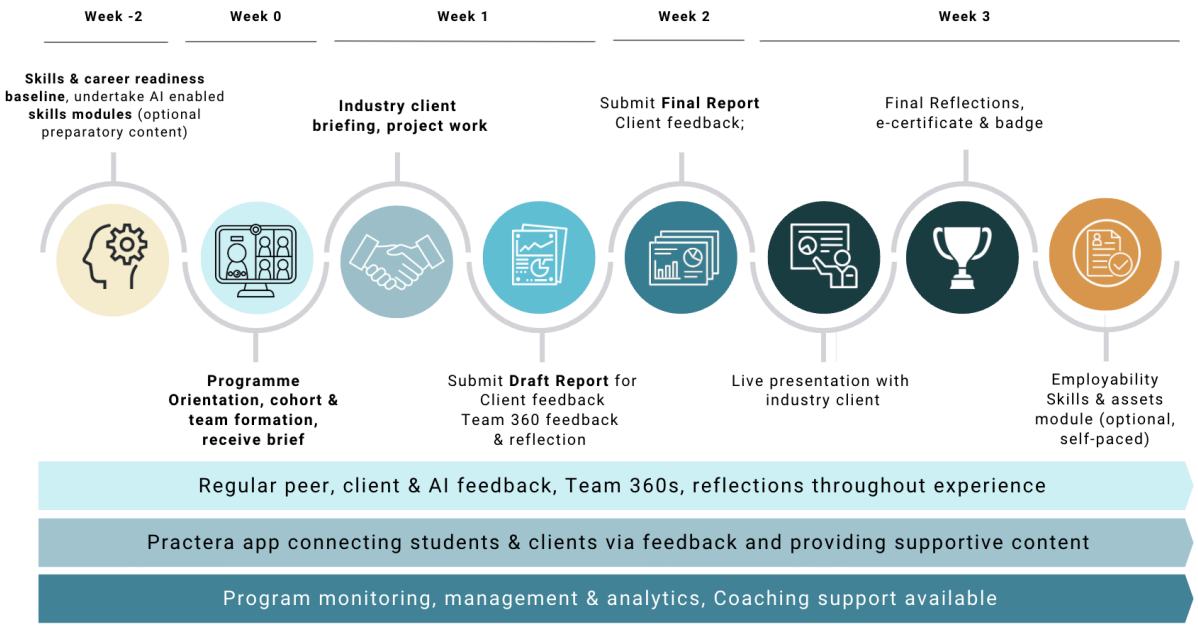
Students will work in teams of 5-7 peers from across participating Universities, in a 3-week, 30 hour industry project with a UK industry client in a cohort scheduled at convenient times during the year. They will be supported to succeed with professional skills training, online content, templates, AI feedback tools, authentic Industry feedback, professional employability coaches & facilitation and a digital credential verifying their experience, delivered through the Practera experiential learning platform.

1. Participating UK Higher Education providers, Employers and Foundations sponsor student places, subsidised by Practera
2. Eligible students are recruited and nominated by their institution to participate in regular cohorts of students scheduled at ‘off peak’ times (eg; Jan, April, July, Sep, Dec)

[2] Groups defined as at-risk of Progression from Higher Education by the Office for Students

3. Students are formed into cross-institutional teams of 5-7 peers to undertake an authentic, online, short form and CV-worthy professional project experience, supported by online skills & employability training modules, professional coaches, and evidenced with a digital skills certificate.
4. Teams are matched with **a UK industry 'client'** (eg; a startup, small-medium enterprise, NGO or large business) from any sector, who provide a real project brief and feedback to students.
5. Students undertake projects in themes like growth strategy, sustainability and technology innovation
6. The experience is delivered by edtech partner and programme Manager Practera in a proven project learning model (see below, and appendix B for detailed terms & conditions).
7. Institutions receive a report at the close of each cohort
8. Case studies and testimonials will be generated for promotion. Eg; Hear from sample Students who have already taken part in a Practera trial.
9. Practera manages the programme in line with the Charter, and supports a Governance committee with institutional representation

## Project Learning Model



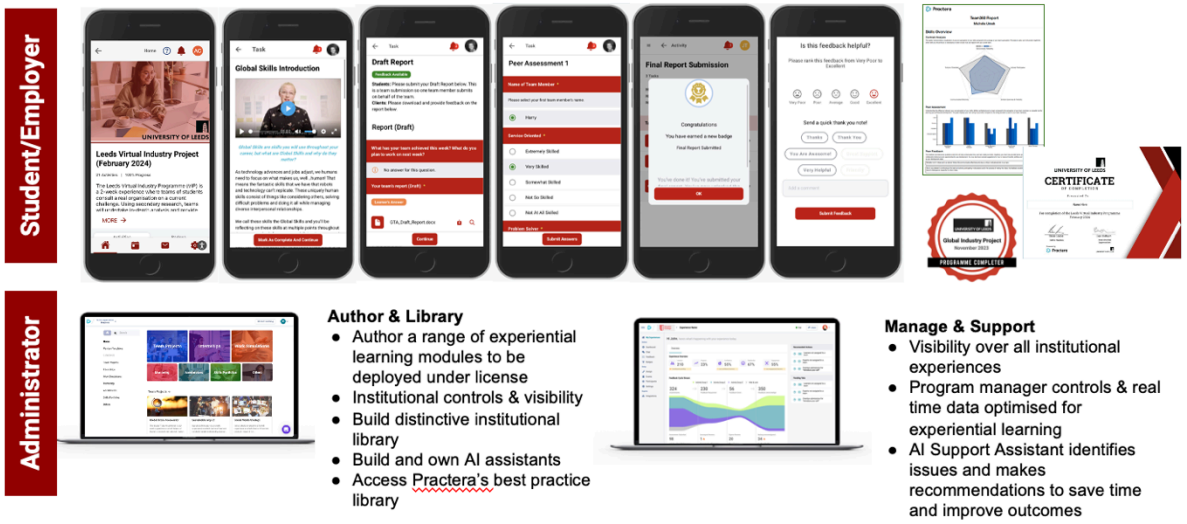

## Programme participants

| | Description | Benefits | Commitment |
|---|---|---|---|
| **Students** | 'At risk' Widening Participation (WP) Students who may benefit from an introductory real-world professional consulting experience. | • Introductory industry experience, connections & feedback<br>• Access to employers who value diverse talent<br>• Opportunity to develop and showcase employability skills<br>• Supportive environment and clarity of expectations | • 30 hours / 3 weeks<br>• Work through learning content and process<br>• Meet project deadlines and deliverable dates<br>• Professional team & client engagement |
| **Industry client** | Organisation providing a brief for a a team to work on. | • Useful, diverse insights into research themes<br>• Develop internal capability<br>• Manageable and clear time inputs<br>• Give back / provide | • An actionable brief<br>• Commitment to work with WP students of diverse backgrounds & abilities<br>• 2-3 hours<br>• Timely feedback on weekly deliverables<br>• Attend briefing |
| **Educator** | Educator that wants to provide a quality Work Integrated Learning experience to their WP students | • High quality, marketable work integrated learning opportunities for my students<br>• Low cost, efficient model ready to embed<br>• Receive student & client engagement and quality assurance data | • Deliver pipelines of students aligned to learning programme<br>• Academic review if required<br>• Program funding |
| **Programme Manager** | Practera Programme manager delivering the service | • Proven workflow to drive a structured, consistent, high quality experience and outputs<br>• Analytics for real time monitoring, efficient support / intervention and reporting<br>• Supportive, accessible programme design, material and coaching service | • Promotion, sourcing / mobilisation of institutions and employers<br>• Programme delivery & participant support<br>• Programme reporting & evaluation |

## Sample Cohort Plan for Project Delivery

| | Program preparation | Program delivery | Post program |
|---|---|---|---|
| **Activities** | • Student recruitment (university)<br>• Source industry clients (Practera)<br>• Share list of clients & projects with university<br>• UAT app<br>• Enrol participants | • Week 0: Orientation event – learn about program, meet team, receive brief<br>• Week 0: Project Briefing event – meet industry client & discuss brief.<br>• Week 1: Draft Report; submit to Client on Practera (Sunday)<br>• Week 2: Final Report; submit to Client on Practera (Sunday)<br>• Week 3: Present to client (self organise), final survey employability skills module | • Reporting<br>• Debrief<br>• Next steps |
| **Deliverables** | 1. Students & clients secured.<br>2. Program configured & ready to launch | 3. Program and app support services delivered<br>4. Student deliverables<br>5. Status update meetings with customer | 6. Cohort report |
| **Due Dates** | **8 weeks prior to commencement** | **TBC** | **4 weeks post program conclusion** |

## Practera platform




This programme uses **innovative education technology** to deliver efficient, quality collaboration at scale. We are proposing to deploy a globally leading edge experiential learning technology platform developed by Practera to support access to professional, authentic work experience for at-risk groups at large scale, for the

first time. Students will have access to optional employability training before participating in an online collaborative project experience and professional mentor support through the Practera platform. The programme is aligned to the Kolb theory of experiential learning. embeds reflective practice, is enabled with AI feedback throughout (to augment peer, industry & coordinator feedback), and through the platform programme coordinators have real time analytics and AI support to identify issues and help with interventions in real time. Practera is a GDPR compliant, secure and WCAG 2.0 accessible platform used by many Universities including most of the partners. Practera hold a patent on the application of AI to experiential learning.

**Pricing**

| **Commitment** | **First 5 students*** | **0-50 students**** | **50-200 students**** | **>200 students**** |
|---|---|---|---|---|
| Full cost^ | £250 / student | | | |
| Discounted cost^^ | Free | £150 / student | £135 / student | £120 / student |

* Per institution participating in Horizons or Practera Consulting Academy for the first time
** per annum, contracted
^ Including programme overheads
^^ Incorporating Practera subsidy

## 5. Program Roles

Roles will be split between Practera as programme Manager and participating HEP's.

| **Organisation** | **Role** |
|---|---|
| Practera | 1) coordinate governance, manage stakeholders, provide and support a planning, monitoring & evaluation framework to enable quality assurance by partners.<br>2) develop and disseminate programme marketing, website, student recruitment collateral and application management infrastructure to partners including testimonials and case studies, branded content & certificates<br>3) recruit a diverse portfolio of UK Industry partners with live briefs for students who are aware of and keen to support the objectives of the Horizons Programme.<br>4) provide programme management, platform licensing & support for participants in each cohort<br>5) develop and publish end of cohort and all time reports and data<br>6) provide substantial in-kind support to augment HEP funding |
| HEP's | 1) Provide per student funding to Practera on a discounted basis<br>2) Provide in-kind staff support to; |

| | |
|---|---|
| | 3) participate in Programme Design & customisation, Governance and Quality Assurance processes, informed by reports and data.<br>4) promote the programme opportunity and recruit students from eligible at-risk groups, who have the capacity and desire to participate in the programme and the potential to most benefit from it.<br>5) Provide support as needed to students during the programme who may be experiencing issues |

**HEP diversity**
A program objective is to recruit HEP partners that represent a genuine cross-section of UK providers. For maximum effect, we believe HEP partners should differ widely in the proportion and profile of their students who would be considered at-risk of inequality of opportunity. We feel it is an important factor in programme design to include London and Russell Group HEPs, even though they may be perceived as having fewer students at-risk. In non-Russell Group partners, a significant proportion of students at-risk may come from the local region and stay post-graduation to work. A programme objective is to stimulate the formation of peer networks across institutions and grouping types, with potentially disproportionate advantage to at-risk students from more regional areas with less relative access to opportunity and support, with students who may have more relative access.

## 6. Governance & Risk Management

A Governance committee will be formed with an independent Chair, and appropriate representation from participating HEP's and Practera.

Initial membership as of February 2025 includes;

| Role | Individual | LinkedIN | Email |
|---|---|---|---|
| Chair | Dr Kate Daubney | https://www.linkedin.com/in/katedaubney/ | kate@practera.com |
| HEP Representative | | | |
| HEP Representative | | | |
| Practera Representative | Jane Hallett | https://www.linkedin.com/in/jane-hallett-edtech/ | jane@practera.com |

Practera is globally uniquely capable of delivering authentic, quality assured student-industry projects at this scale, within this timeframe, at this cost.

As the lead and delivery partner, we bring unique experience, delivery models and education technology which are essential for delivering the project outcomes. However **to be successful the project must be a genuine collaboration between Practera and the HEP partners**.

The outcomes could not be delivered without the active leadership, brand, governance & risk, expertise, social license and student custodial capacities of the HEP's, delivered in every aspect of the project from planning, to design, to student selection, industry recruitment, student support, issue management, certification & alumni promotion, reporting and research.

The Governance committee will sign off on programme planning, monitoring and evaluation reports, and risk management protocols developed with Practera and Partners.

Practera will enter into bilateral contracts with all HEP's to manage the student programme, meeting internal University risk, legal & ICT requirements including data privacy. HEP legal and ICT teams will therefore be reviewing all aspects of the proposed model to ensure probity and compliance. Standard requirements will include adherence to the operating model defined in this charter, delivery quality, GDPR compliance, WCAG accessibility, Soc-2 ICT security compliance and requirement to carry £10M in professional & public liability insurance.

Regular governance meetings throughout the project following each 'cohort' report publication, with input sought from all partner HEP's, and publication of minutes, will give opportunities for:

- Review of outcomes, including gathered by HEP's from their own engagement with students
- Feedback to Practera from HEP's following each cohort to ensure any issues are addressed promptly and recommended design adjustments are iteratively delivered to continuously improve programme outcomes

## 7. Data collection, Monitoring & Dissemination

Data is collected within the Practera platform, and it surfaces a holistic picture of student learning gain in every project in terms of engagement, career readiness, skill development and work-readiness. This includes identifying barriers or issues any student experiences to participating in the projects, including interactions with their peer project team and with the employer. The holistic data picture is systematically generated, captured and reviewed in real time at individual student, client, team and cohort level throughout projects, and at cohort conclusion incorporated to a report and analysed against target benchmarks.

The Project will have a strong commitment to sharing findings externally. From cohort 1, detailed reports will be accessible on the programme website, as will a downloadable de-identified dataset available for benchmarking & research. This will be updated cohort by cohort into an all time report. A 'how to guide', detailing

programme design, metrics will be created and published. These assets will help all English Institutions benchmark student outcomes from similar programmes and enhance their own programming.

Practera and Project partners also expect to report on their findings at national conferences of representative bodies including the Association of Graduate Careers Advisory Services, the Institute of Student Employers, and ASET (the work-based learning and placement learning organisation). Practera may also surface reporting in other international contexts such as the World Association of Cooperative Education, QS Reimagine conference, NAFSA, Australian Collaborative Education Network, the National Association of Graduate Careers Advisory Services in Australia.

# Appendix A – Risks addressed and summary evidence to support programme design

The following Risks from the Equality of Opportunity Risk Register are addressed by this proposal:

- **Risk 12**: Progression from higher education: Lack of work experience and lack of experience of professional/graduate level work are often barriers experienced by students from a number of groups defined by the EORR. Both the DfE "Planning for Success" report (2017) and the HEFCE Learning Gain Careers Registration Project (2015-2018) generated data and evidence that work experience is a tangible factor in enabling students to access graduate level work after graduation. This proposal situates the work experience at different time points during Level 5 for target cohorts at project partners, giving students the opportunity to gain experience, but also sufficient time to reflect on their experience and its value to their career planning during their final year of undergraduate study.
- **Risk 7**: Insufficient personal support: students from a number of groups affected by risks in the EORR often experience considerable barriers to accessing or taking part in extra-curricular experiential learning in the workplace. This may be because they are already committed to part time work to support themselves or their families, because limited or no opportunities exist where they live and study, or because their commitment to their studies means that they see taking on work experience as a risk to academic success. The structured virtual work experiences with genuine employers on unique projects offered by this proposal are predominantly short form, asynchronous and online, enabling the student to engage from anywhere, manage extra workload for a short period while still gaining career readiness impact, and undertake required activities flexibly around their existing commitments in a manageable way.
- **Risk 11**: Capacity issues: as with Risk 7, students from a number of groups may not have equal opportunity to access limited resources related to their higher education experience. High quality, authentic experiential learning sourced and curated into accessible and supported formats for inexperienced students is complex and costly to deliver, and thereby is a limited resource. Students in these groups may perceive or experience experiential learning to be difficult to access if they are already experiencing barriers to study and to extra-curricular activity. The work experiences provided by this project are on a extensively tried and tested format designed to offer high impact learning in a limited number of hours per week, delivered largely asynchronously, thus making the most of the limited capacity the student may have.

The value and utility of professional experience for students is **robustly supported by research evidence**.

1. The UK Dept of Education found that professional experience (even short) in the curriculum was one of two key predictors of long-term success in the labour market 2.5 years after graduation professional experience, and is critical to social mobility. *Planning for Success* (UK DoE) 2017

2. The HEFCE Learning Gain Careers Registration Project (2015-2018) found that "final year students who have no work experience are considerably less likely to be in employment after graduation and statistically less likely to be in a graduate role" (Cobb, 2019, p.23)
3. There is a wealth of empirical evidence for experiential learning that it increases attainment and reduces non-continuation compared to didactic methods, and does so across disciplines (Freeman et al., 2014, Prince 2004,). There is evidence that active learning can enhance senses of belonging & inclusion, because it promotes participation of all students and interaction, there is evidence that it is highly desired by both hiring employers and students, and that it can reduce attainment gaps whilst also enhancing outcomes for the majority (Lorenzo 2006, Haak , 2011).

We have good evidence that this approach is feasible in practice. We are proposing to adapt a managed consortium model successfully deployed by Practera in different global and Australian contexts, for English Universities for at-risk students for the purpose of enhancing equality of access to professional work experience. Practera have demonstrated the practical potential to scale University-Industry project networks in other contexts for >20,000 students, thousands of employers and >130 University partners. Practera's relevant experience demonstrates evidence of efficacy to inform the bid design, and includes;

- Scaling the Study Australia Industry Experience Program in 3 years to >6500 international students in >70 countries, from 86 Australian Higher Education Providers (including all Universities) with >1000 Australian employers, with funding from the Australian Government, all State & Territory Governments and 15 individual Universities. Students earn an Australian Government certificate. This programme was preceded by >7 years of individual State Government programmes with >5,000 international students. Outcomes from this programme include; 76% completion rate, 87% student & 86% client willingness to recommend, 84% of students enhanced employability skills with an average 8.3% uplift pre- experience to post, 84% of students enhanced social & professional networks, and 84% of students were likely to use the experience as evidence in future job applications, 85% gained relevant work experience that I can demonstrate in a cover letter or interview, and 84% of client deliverables were rated high or outstanding quality.
- Growing the World Association of Co-operative Education (WACE) flagship Global Challenge programme to >950 students from 45 Universities in 31 countries in 3 years. Students work in cross institutional teams mixed between OECD and non-OECD students, across timezones and with a focus on a) developing intercultural collaboration skills, and b) helping an NGO advance a project aligned to UN SDG's. Outcomes from this complex programme include; 85% completion rate, 88% student & 85% client willingness to recommend.
- The Practera platform and project delivery models is used by the US Work Based Learning Alliance to deliver 2-week industry experience projects in innovation, marketing, sustainability and technology innovation with >200 employer organisations to >1000 US high school learners from at-risk backgrounds, through state Government grant programs to reduce inequality of opportunity in 10 states, including Massachusetts, Arizona & Illinois grant programs

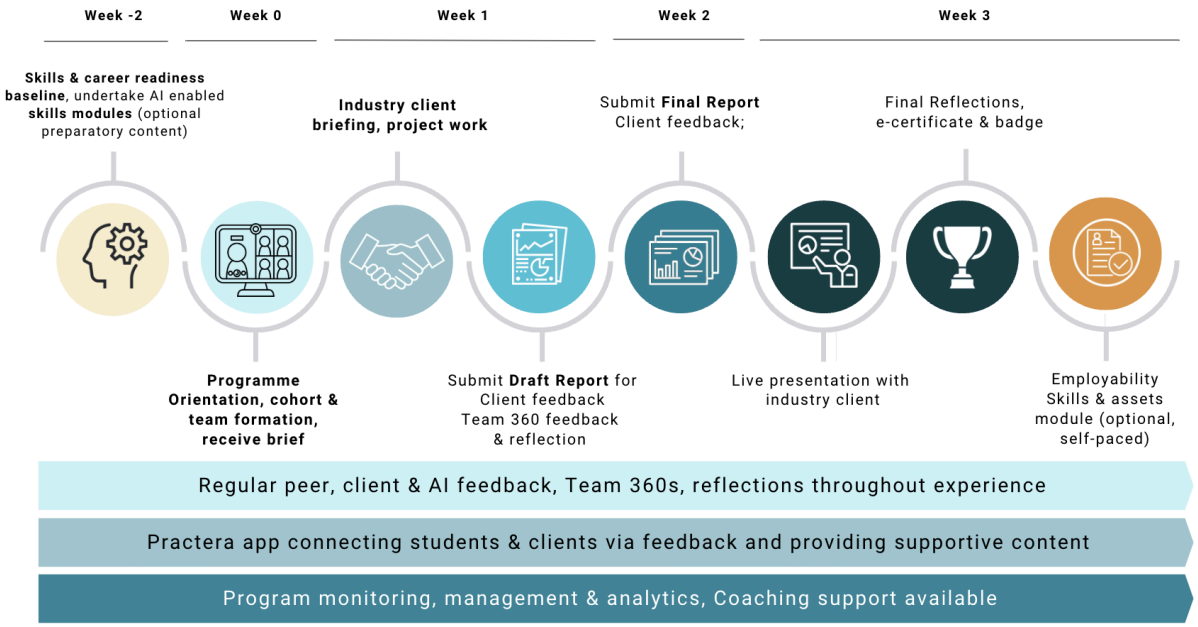
- The Canadian Government has also deployed multi-University consortium models with short form work experience projects to advance rates of student / employer engagement.

# Appendix B – Sample operative contract terms & conditions (full contract available on request)

## Part A - Scope of Services

1. **Setup Services**; the Supplier will on-board the Customer as a User of the Platform and Services in accordance with the Supplier's on-boarding obligations and implementation approach.
2. **Program Management**; the Supplier will manage the delivery of the Program Services in line with the Programme Design, Supplier's program management obligations and project delivery approach outlined below;

### Programme delivery




### Programme participants

| | Description | Benefits | Commitment |
|---|---|---|---|
| **Students** | 'At risk' Widening Participation (WP) Students who may benefit from an introductory real-world professional consulting experience. | • Introductory industry experience, connections & feedback<br>• Access to employers who value diverse talent<br>• Opportunity to develop and showcase employability skills<br>• Supportive environment and clarity of expectations | • 30 hours / 3 weeks<br>• Work through learning content and process<br>• Meet project deadlines and deliverable dates<br>• Professional team & client engagement |
| **Industry client** | Organisation providing a brief for a a team to work on. | • Useful, diverse insights into research themes<br>• Develop internal capability<br>• Manageable and clear time inputs<br>• Give back / provide | • An actionable brief<br>• Commitment to work with WP students of diverse backgrounds & abilities<br>• 2-3 hours<br>• Timely feedback on weekly deliverables<br>• Attend briefing |
| **Educator** | Educator that wants to provide a quality Work Integrated Learning experience to their WP students | • High quality, marketable work integrated learning opportunities for my students<br>• Low cost, efficient model ready to embed<br>• Receive student & client engagement and quality assurance data | • Deliver pipelines of students aligned to learning programme<br>• Academic review if required<br>• Program funding |
| **Programme Manager** | Practera Programme manager delivering the service | • Proven workflow to drive a structured, consistent, high quality experience and outputs<br>• Analytics for real time monitoring, efficient support / intervention and reporting<br>• Supportive, accessible programme design, material and coaching service | • Promotion, sourcing / mobilisation of institutions and employers<br>• Programme delivery & participant support<br>• Programme reporting & evaluation |

**Sample Cohort Plan for Project Delivery**

| | **Program preparation** | **Program delivery** | **Post program** |
|---|---|---|---|
| **Activities** | • Student recruitment (university)<br>• Source industry clients (Practera)<br>• Share list of clients & projects with university<br>• UAT app<br>• Enrol participants | • Week 0: Orientation event – learn about program, meet team, receive brief<br>• Week 0: Project Briefing event – meet industry client & discuss brief.<br>• Week 1: Draft Report; submit to Client on Practera (Sunday)<br>• Week 2: Final Report; submit to Client on Practera (Sunday)<br>• Week 3: Present to client (self organise), final survey employability skills module | • Reporting<br>• Debrief<br>• Next steps |
| **Deliverables** | 7. Students & clients secured.<br>8. Program configured & ready to launch | 9. Program and app support services delivered<br>10. Student deliverables<br>11. Status update meetings with customer | 12. Cohort report |
| **Due Dates** | **8 weeks prior to commencement** | **TBC** | **4 weeks post program conclusion** |

**a. Delivery Assumptions**

i. Programs are run on a cohort model with minimum 50 student cohorts each, with cohort timings published >4 months in advance

ii. Institutional 'planned' place numbers secured by agreement >3 months in advance – minimum 5 students / cohort

iii. Student numbers committed 8 weeks in advance and Institutions charged / budget debited

iv. Practera will make best endeavours to, but is not obligated to service higher than planned numbers

v. Pricing for this programme is based upon teams of 6-7 students, with one unique client / brief per team

vi. Discounted pricing has been provided on a specific volume and timeframe. Budget and places not utilised against committed numbers are lost.

**b. Our obligations**

i. Make available programme outline / design document detailing requirements, activity, workflow, content and assessment

ii. Make available generic student marketing collateral to support University student recruitment

iii. Practera industry engagement team to carry out project & industry client sourcing according to programme requirements. Can include Instiutional contacts / alumni if desirable.

iv. Practera to quality assure project briefs and ensure they meet programme requirements, are reasonably engaging, relevant and achievable

v. Programme branded student & industry facing project learning app & content of an appropriate learning level and sufficient to support and deliver on programme design

vi. Full turnkey management of program participants - proactive & reactive support for all participants (students, clients, & educators)

- Dedicated Programme manager available to respond to student queries and support requests
- Workshop organisation & facilitation (in-person has been quoted; venue to be provided by Customer)
- Guaranteed feedback & assessment for each student, provided by Practera mentor if not done by industry

vii. Escalation of any complex student issues to you

viii. Digital badging / certificates & support for successfully completing students to publish appropriate social media posts describing the experience

ix. Cohort reporting within 20 working days of cohort completion and annual ‘all time’ reporting & dataset updated

**c. Customer obligations**

i. Provision of appropriate staff able to engage with Practera to provide inputs and meet requirements within required timeframes

ii. Customer is responsible for recruitment of appropriate students who are capable for, have opted into, will benefit from and understand the obligations of the learning opportunity

iii. Confirm student numbers 8 weeks in advance of each cohort.

iv. Provision of student contact details 2 week in advance

v. Permission to use Customer brand and reasonable efforts to assist & support Practera in industry engagement (eg; communication of opportunities through alumni & industry channels)

**3. Platform Licensing (Projects and Modules)**

a. **Setup & onboarding;** the Supplier will provide the Customer's authorized representatives an onboarding & training engagement sufficient to navigate and utilize the platform, or training sessions sufficient to attain a level of proficiency as agreed

b. **Access Rights to Platform**; if required, the Customer will have Co-ordinator access to the Practera project learning platform as part of the Programme. The Customer or Supplier will be enabled to give the Customer's Authorised Coordinator or End Users access to the Programme. The Programme will be accessible from devices currently supported by Apple IoS, Android and Edge.

c. **Content;** the Customers authorized Users will have access to specified experiences including content and activities aligned to a Customer approved programme / module design, published to them through their email address

d. **Hosting Services**; the Platform will be provided on a virtual server by a third party Data Storage Provider (DSP) hosted in the UK. The current DSP is Amazon Web Services (AWS). The Supplier will make best commercial endeavours to ensure the platform is available >99.9% of the time during the Term.

    i. **Security, Privacy & Accessibility**; Practera maintains SOC-2 type-2 security & data-privacy certification, WCAG2.1 Accessibility certification, is GDPR compliant and Learning Tools Interoperability 1.3 compliant. Further information about Practera's data storage and security policies is available through our trust centre at: https://app.vanta.com/practera.com/trust/aon5jz3tyabbx7wddxvxo . All users will be required to provide a username, valid email address, and accept Practera's platform Privacy Policy. Additional personal information and terms & conditions are not required, but are configurable on a programme by programme level.

e. **Maintenance Services**; the Supplier will provide ongoing preventative and remedial maintenance in respect of the Platform and any Software supplied by it to enable the Customer to make use of these Services.

f. **Technical Platform Support Services**; the Supplier will provide to Authorised Users technical support in relation to their access to the Platform and use of the Services during the Term provided those Authorised Users request the Support using the Supplier's online Support system.

    i. Online helpdesk monitoring will be provided 24 hours / day, 7 days / week.

        - Responses to critical issues such as system outages impacting most users will be received within 6 hours.
        - Responses to moderate issues such as bugs requiring workarounds or impacting required functions for multiple users will be received within 12 hours.
        - Responses to standard issues such as bugs impacting user experience for some users will be received to issues and enquiries within 2 business days.

    ii. Practera will make best commercial efforts to resolve moderate & critical issues within 2 business days, and standard issues within 4 business days

    iii. If the Customer is managing the delivery of the programme utilizing the Practera platform, the Supplier is not obligated to provide any programme support services beyond technical platform support services.

g. **Service Level Remediation**; should the above technical service levels not be substantively met, the Supplier will provide service credits to be utilised within the following 12 months, as a pro rata % of the value of the contract to be determined by agreement between the Supplier and Customer to be reasonable and proportionate to the issue. For example 100% of the value of the contract in the event of system outage meaning that 100% of the Users could not complete 100% of the activities within the experience.