

Call-Off Schedule 20 (Call-Off Specification)

This Schedule sets out the characteristics of the Deliverables that the Supplier will be required to make to the Buyer under this Call-Off Contract

1. OVERVIEW OF THE AUTHORITY

1.1 The Department for Education (DfE), is responsible for children's services and education, including early years, schools, higher and further education policy, apprenticeships, and wider skills in England. We work to provide children's services, education and skills training that ensures opportunity is equal for all, no matter background, family circumstances, or need. At our heart, we are the department for realising potential. We enable children and learners to thrive, by protecting the vulnerable and ensuring the delivery of excellent standards of education, training, and care. This helps realise everyone's potential – and that powers our economy, strengthens society, and increases fairness.

2. BACKGROUND TO OUR REQUIREMENT

2.1 Secure Children's Homes (SCHs) care for some of society's most complex and vulnerable children, who are restricted of their liberty by a court order for their own and/or others' safety. SCHs support children and young people who cannot be adequately cared for in a "typical" placement for 'looked after children' (children in care). Whilst for most children that is foster care, or an open children's home; others require specialist care which is only available in SCHs, which have highly trained staff and managers as well as specially designed, well-maintained facilities. This type of secure placement, known as a 'welfare placement,' is used to protect children who repeatedly abscond, or who put themselves or others at serious risk of harm, for example, sexual or criminal exploitation or significant self-harm. SCH care is a short-term intervention to protect children from harm. The average stay in a SCH is now circa 6 months. Local authorities (LAs) have a statutory duty to make sure that there is sufficient provision in their area to meet the needs of children in their care. This includes secure placements.

2.2 There are also young people placed in SCHs on a 'justice placement'. These can be in the same SCHs as welfare placements or in justice only facilities. Children in SCHs on a 'justice placement' are there for a set amount of time. There is a different operational arrangement for justice placements, with the Youth Custody Service buying block contracts from the individual SCHs for set amounts and for a specific length of time.

2.3 By providing those who run secure children's homes with examples of effective Target Operating Models (TOMs) they will have a guide for how to run their provision as efficiently as possible. This will be of benefit to both the consortiums in London and West Midlands, who currently do not operate SCHs as their provision is in development, as well as the those who run existing homes.

Context and problem analysis

2.4 To help LAs meet their sufficiency duty¹, we are making a substantial investment in building new children's homes, including SCHs. In 2021, the Chancellor announced £259 million capital funding in the Spending Review to provide high quality homes for some of our most vulnerable young people – closer to families, schools, and health services. This investment will enable work to reconfigure and expand both the open and secure estate, reduce the number of children waiting for a secure placement in a SCH and support LAs to place children in their care closer to families and friends (where possible). This investment aligns with the recommendations from the Care Review and will positively impact on children's outcomes.

2.5 As part of this investment, DfE has selected West Midlands and London as regions which have the greatest need for new secure provision, because both have no SCH in proximity, have a high demand for placements within the region and also a role to play in contributing to reducing demand for placements nationally. These projects will build brand new, innovative, and integrated provision in both regions.

2.6 We are aware that some SCHs are currently finding it increasingly difficult to run efficiently, cover their costs and break even.

2.7 We know there is a lack of available national capacity, with between 50-60 children and young people on the referral list, waiting for a bed in England and Wales. However, current operational processes and challenges restrict the number of beds on offer.

2.8 The funding arrangements for these homes are complex – having built up over time and with multiple income streams. The successful supplier will be required to consider all existing funding arrangements across all SCH's and make recommendations to improve financial sustainability of this vital sector. At a time when LA budgets are already stretched; those SCH's without a robust business model are at significant risk of suspension or closure which, in turn would cause even more pressure on the existing estate.

2.9 Occupancy is affected, in part, due to the needs of the children in secure accommodation becoming increasingly complex, leading to higher staffing ratios (up to 4:1 in some cases) and the ageing secure estate, which struggles to meet the physical needs of those with complex needs. This has resulted in increasing expense and reducing occupancy in the homes. Our view is that the current commissioning model ultimately means that there is little strategic oversight on how the estate is used and children and young people continue to be placed depending on bed availability, as well as individual needs. In Stable Homes Built on Love we endorsed the recommendation from the care review to move to a model of regional commissioning of care placements, including for secure accommodation.

¹ The sufficiency duty is a **general duty that applies to strategic arrangements rather than to the provision of accommodation for a particular, individual child or young person**. Local authorities must be able to show that - at strategic level - they are taking steps to meet the sufficiency duty, so far as is 'reasonably practicable'

2.10 We know there are occasions when beds are empty but not available to other children due to referral processes where the bed is 'held' for child, required maintenance, staff shortages or other factors. This reduces occupancy and exacerbates national capacity issues. Older SCHs which have outdated building designs, struggle particularly but occupancy can also be an issue in modern homes. As a result, children and young people are then placed in provision that is unlikely to meet their needs, may be unregistered, cost significantly more and negatively impacts their outcomes.

2.11 It is not uncommon for a placement in unregistered provision, for a child with complex needs, to cost £20-30k a week, compared to £8-14k for a secure placement.

3 OUR REQUIREMENT

3.1 DfE are seeking to appoint a consultancy service provider to assist with the development of Target Operating Models (TOMs) for the secure children's homes estate. As there may be multiple ways of running a home efficiently with different combinations of funding streams / prices for beds we expect there will be various effective TOMs that providers may benefit from adopting. The provider will be required to review the existing operational practices of the entire (see Table 2 for details) 13 homes across, as a minimum, the four main themes of financial sustainability, occupancy levels, workforce planning, and best practice (see Table 1 below for details). Following this review, the provider will be required to produce a report which details the current 'as is' operating models and practices across the estate, sets-out the future 'to be' TOMs for the estate and provides practical evidence-based recommendations and actions for how homes could transition to achieve and maintain the TOMs.

3.2 As stated above there will be two distinct facets to the consultancy services required:

- 1) Undertake a thorough information gathering and due diligence exercise to provide the DfE with a clear, comprehensive, and accurate overview of the current operating models and practices across the entire 13 home secure estate (see Table 2 for details) and the issues therein. This should include but is not limited to the themes detailed in Table 1 below. This exercise should consider the full list of homes across the estate and ensure a range of examples such as strong versus struggling homes i.e., in terms of delivery, urban versus rural settings, the scale of operation i.e., for example number of placements maintained for the residents and staff, and the type of provision i.e., justice placements versus welfare placements and a mixture of both.
- 2) Production of a high-quality comprehensive workable report which, as a minimum, should:
 - include a clear executive summary for the target audience;

- outline the current 'as is' operating model(s) across the entire estate, including examples of best practice, areas for improvement, and areas of weakness;
- set-out in detail the future 'to be' TOMs for the estate;
- provide detailed practical evidence-based recommendations that the estate as a whole, including those homes scheduled to come into operation in the future could take to move from their current model to the TOMs. The recommendations should include a delivery timeframe e.g., short/medium/long term and have a criticality rating i.e., critical, essential, desirable, etc. The recommendations should be clear, achievable, transferable across the TOMs, and look to replicate all relevant existing best practice across the estate and from other jurisdictions including Scotland (or explain why the Scottish model should be discounted), as well as address the identified areas for improvement and areas of weakness;
- serve as a blueprint to support the current estate as a whole, as well as individual homes, to develop, embed and maintain sustainable practices across, as a minimum, the themes set out in Table 1 below.
- be structured in such a way as to allow existing and future homes to follow the recommendations and steps either as a whole or piecemeal, depending on the improvement needs of the home.
- detail any current and/or future barriers which may prevent SCHs from fully implementing the TOMs, if those running homes choose to do so, along with actions to mitigate these barriers.

4 TABLE 1 – SCH THEMES

<u>Theme</u>	<u>Description</u>
1-Financial Sus-tainability	<p>Financial sustainability for the next 2-, 5-, and 10-years detailing areas of particular financial risk/concern and the extent to which each SCH has a surplus or indebtedness.</p> <p>DfE requires high quality evidence gathering and gap analysis for the SCH estate with relevant examples from individual homes, assessing how far each is from optimal operation and financial sustainability. DfE can provide support to the contractor with accessing/communicating with individual homes to ensure access where relevant and appropriate.</p> <p>This will cover:</p> <ul style="list-style-type: none"> • An assessment of all levels of income the home receives, agreed, or projected future income/funding from LAs, DfE, MoJ, DHSC and other stakeholders. • Fee structures and how this differs for both welfare and justice beds.

	<ul style="list-style-type: none"> • An assessment of all costs: what are the SCH drivers of cost (fixed and variable costs), including: <ul style="list-style-type: none"> ○ The complexity of the young people and how staffing needs affect the cost and pricing of beds. ○ Whether costs of beds differ for each LA and length of time a bed is needed for ○ How does the current SCH sector balance all cost streams? ○ How market conditions and the increase in inflation and energy has impacted fee pricing? ○ How any increases in pay required to recruit or retain adequate staffing have impacted fee pricing? • Quantified financial impact for beds that are not in use. • Block purchasing of beds by the Youth Custody Service – how does this affect financial sustainability and contingency planning for when beds are not purchased? How are costs monitored and controlled? • Funding for education provision including, any provided which is external to the home. • Different means through which funding is received and specifically conflicts within different contracts e.g., national contract for health provision which is restrictive so unwritten contract between home/placing LA cannot be entirely fulfilled e.g., child needs drug detox support, placing authority agrees to fund at additional cost but healthcare contract then doesn't allow it to be provided.
2-Occupancy Levels (including decision-making for placements)	<p>The successful supplier will factor in and report on:</p> <ul style="list-style-type: none"> • How current occupancy levels impact and determine income for SCHs. • How this is currently managed and could be improved through a different operating model. <p>Recommendations should be given based on the data gathered on how occupancy within homes could be maximised, evidenced by good practice in the estate, if available.</p> <p>Occupancy is impacted by aspects such as:</p> <ul style="list-style-type: none"> • The design and layout of the SCH; • How the unit can confidently manage occupancy levels aligned with staff ratio needs and complexity of the needs of young people. • Ofsted's annual reviews of twice a year which determine whether the home can operate at full capacity or with restrictions. • Whether block-booked justice beds remain empty or are made available for children placed on welfare grounds.

	<p>It is evident that some SCHs are better equipped to manage occupancy demand while offering outstanding care and support to the young people. We wish for this to be explored as part of the review as part of the target operating model.</p> <p>Decision making for placements This will likely be of most benefit to the work developing a new national forecasting function and work on developing regional commissioning models for care placements. We would also like to understand decision making when agreeing to accept the placement of a young person within a SCH and which factors are included in this review. Knowing what factors are at play when accepting a young person will play a crucial role in agreeing and forecasting new placements in respect of children, staffing, resource, and financial implications. This will also include the communication and process between the placing LA and SCH as well as any Ofsted involvement and how this influences decisions.</p>
3-Workforce Planning and Development	<p>We need information on the current workforce and whether there is an ideal staffing structure in place which influences the sustainability of the SCH.</p> <ul style="list-style-type: none"> • Current SCH workforce policy • What plans SCHs have in place for recruitment, retention, and succession planning • Current Workforce structure for each SCH • Data on staff turnover • Salaries of all staff currently working across the SCH estate • Non-employee operating costs • Additional commissioned services costs (please provide detail as to these services) • Central charges to host organisation (LA or Charitable Organisation) • Safety processes for staff • Security clearance requirement for staff • Performance management process for staff • Use of agency resources (number, frequency, longevity, and cost) • Organisational culture and behaviours • Current ratio of staffing to young persons – how this works in practise and what could be improved • Previous recruitment campaigns that have both been positive and negative

	<ul style="list-style-type: none"> • Feedback from current staff members on what works well and what does not – recommendations from them welcomed. • An assessment of how staff are recruited – such as qualifications, competencies etc • How are staff tested for emotional and psychological resilience. • An assessment on the pros and cons of an in-house LA run SCH compared to SCHs run at arm's length. • Are exit interviews undertaken with staff – any data on why staff leave and where they go. • Succession planning for Registered Managers • Build on the findings from the research the Department recently conducted on the staffing of SCHs <p>Local Authority perspective</p> <ul style="list-style-type: none"> • How does the host local authority identify the costs of central charges that the SCH must pay the host authority? • How does the host authority identify targeted surplus income that is subsequently reinvested into the LA? • What the legal entity of a SCH operating as a business is and whether this impacts financial sustainability and flexibility of operation. • Is there a viable market in the Voluntary and Community Sector (VCS) to manage SCHs on behalf/instead of a LA?
4 – Best Practice	Identifying current best practice in SCH's in England, Scotland, and the other Home Nations, and an assessment as to the extent to which this is shared across SCH's; and an assessment as to whether proactive sharing of best practice would yield material return.

4.1 The successful supplier is required to design a TOMs that takes account of its findings and recommendations above and which provides practical, sustainable, realistic, and efficient recommendations for ways the current and future homes should operate.

4.2 The successful supplier will need to demonstrate that they have the appropriate quality assuring processes to undertake this report.

4.3 The successful supplier must manage the receipt of all data in a safe and secure manner, having due regard to General Data Protection Regulations (GDPR) and the terms and conditions of contract including DPS Joint Schedule 11 (Processing Data).

5 ADDITIONAL REQUIREMENTS

5.1 Supporting the sector with implementing and maintaining the recommendations put forward in the Target Operating Models final report e.g., developing detailed actions to mitigate specific persistent challenges and issues that the sector continues to face.

5.2 Further scoping of any of the four main themes set out in Table 1; financial sustainability, occupancy levels, workforce planning, and best practice e.g., where one or more elements of these themes may require additional work identified through the sector's application of the recommendations and/or suggested Target Operating models.

5.3 Suppliers should provide maximum day rates for this in Tab 3 of the Pricing Schedule. Please note this will not be evaluated.

6 WHICH STAKEHOLDERS SHOULD BE CONTACTED TO DISCUSS THE MODEL?

6.1 The successful supplier, will be required to draw their evidence and information from the existing SCH's and will be required to speak to the following stakeholders in the sector, which include, but not limited to:

- Atkins (our technical advisors),
- Secure Accommodation Network,
- Secure Welfare Co-Ordination Unit,
- Ofsted,
- Ministry of Justice,
- Youth Custody Service,
- LAs which manage SCHs, including Lansdowne SCH which is currently temporarily closed.
- Nugent care who operates a SCH on behalf of an LA,
- Department of Health and Social Care,
- Current and former/retired SCH managers and staff,
- NHS Professionals.
- IPC Health

6.2 We would request that the successful supplier seeks to minimise the burden where possible on the SCH's. When assessing the relative merits of data collection methods, the following issues should be considered:

- only data essential to the project shall be collected;
- data should be collected electronically where appropriate and where

- questionnaires should be pre-populated wherever possible and appropriate;
- SCH's must be given at least 5 working days to respond to any requests.

7 BASE LOCATION

- 7.1 No specific location required but national travel will be necessary as SCHs are based in different areas of England. Suppliers will be expected to visit all 13 of the SCH's.
- 7.2 We also expect monthly reporting to the Senior Responsible Officer, this will be to discuss progress against agreed milestones/deliverables and a forward look; and will be held twice in person at the Authority's premises in London and a fortnightly meeting with the Official who will be managing the contract.
- 7.3 Tenderers must include travel costs in the pricing schedule and must adhere to DFE's travel and expense policy.



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7.4 Table 2 – Breakdown of SCHs in England

<u>No.</u>	<u>Name of SCH</u>	<u>Location</u>	<u>Licensed Bed Num- bers</u>	<u>Actual beds Used</u>	<u>Actual Bed Split</u>	<u>Urban/ Rural</u>
1.	Adel Beck	Leeds	24	23	14 Jus- tice / 9 Wel- fare	Rural but within travel distance to Leeds
2.	Aldine	Sheffield	10	7	4 Jus- tice / 3 Wel- fare	Rural but within travel distance to Sheffield
3.	Atkinson	Devon	8	4	4 Wel- fare	Rural
4.	Aycliffe	Durham	34	28	8 Jus- tice / 20 Wel- fare	Rural but within travel distance to Durham
5.	Barton Moss	Salford	27	24	24 Jus- tice	Rural but within travel distance to Salford
6.	Clare Lodge	Peterbor- ough	5	5	5 Wel- fare	Urban

7.	Clayfields	Nottinghamshire	20	17	12 Justice / 5 Welfare	Urban
8.	Kyloe House	Northumberland	14	11	11 Welfare	Rural but within travel distance to city centre
9.	Lansdowne (temporarily closed)	East Sussex	7	0	0	Rural
10.	Lincolnshire	Lincolnshire	12	12	11 Justice / 1 Welfare	Urban
11.	Marydale Lodge (ran by a charity, not an LA)	St Helens	12	6	6 Welfare	Urban
12.	Swanwick Lodge	Hampshire	10	5	5 Welfare	Rural but within travel distance to a city
13.	Vinney Green	South Gloucestershire	24	24	24 Justice	Urban

The number of available beds can change quite frequently. For example, due to 'staff ratios' where beds are held as a young person requires a higher staffing ratio and/or additional room in the form of an extra bedroom.

8 PAYMENT & PAYMENT MECHANISM

8.1 This will be a fixed price contract. All travel and subsistence costs must be in line with DfE thresholds and included in your price.

8.2 DfE expect prices submitted in response to this invitation will be lower than the days rates listed on the framework.

8.3 Bidders should provide their costs for named resources who will:

8.3.1 be accountable for overall project delivery and overseeing knowledge transfer to the Authority;

8.3.2 provide leadership to the project team and the authority, reviewing and improving the project teams recommendations and providing relevant thought leadership and expertise to the Authority,

8.3.3 have a proven track record of analysing and modelling financial data, drawing high quality insights and present recommendations,

8.3.4 have a proven track record of identifying and researching information sources; gathering and interpreting data, bring together information gathered from SCH's and developing a TOMs and coherent recommendations from across this commission.

8.4 Suppliers must provide an estimate of the overall ratio of time which they expect will be spent by each team member of a particular grade in carrying out each Theme (see Table 1 above). The ratio of time must be expressed as a decimal fraction to one decimal point, e.g., 0.1, 0.2 and so on, together adding up to 1. The Contracting Authority would expect the resource ratios to be different for each Theme.

8.5 Payment will be upon satisfactory delivery against the milestones and deliverables set out in Table 3 below. Suppliers must set out how much payment will be incurred via each milestone in Tab 4 Milestones of the pricing schedule.

Table 3 – Payment against Milestones and Deliverables

Suppliers should note the following project milestones which DfE will measure the quality of delivery against:

<u>Start Date</u> (Suppliers should use these milestones as a guide when producing their delivery plan)	<u>Percentage of Payment</u> (The exact percentage will be determined by suppliers submission of Tab 4 in the Pricing Schedule.)	<u>Milestone</u>	<u>Deliverables</u>	<u>Exact Date</u>
Up to 4 weeks after contract award	10-30%	1 – Completion of visits to all Secure Children's Homes	Outcomes / findings from all meetings with SCH to be reflected in performance monitoring reports to the Authority (see para 10). Outcomes and findings from	15/09/23

			<p>stakeholders (see para 4)</p> <p>Completion of all SCH stakeholder interviews are to be completed by 8/9/23 (linked to milestone payment only).</p> <p>Completion of all remaining stakeholder interviews is 15/9/23 (not linked to milestone payment).</p>	
Up to 8 weeks of contract award	10-30%	2 – Delivery of an interim report	<p>An interim report across all SCH no later than 6/10/23, covering interim findings:</p> <ol style="list-style-type: none"> 1. Financial Sustainability 2. Occupancy Levels 3. Workforce Planning and Development 4. Best Practice 	13/10/23
Up to 10 weeks after contract award	10- 30%	3 – Draft Final Report–	<p>Completion of activities to conclusion of the following:</p> <ol style="list-style-type: none"> 1 Financial Sustainability 2 Occupancy Levels 3 Workforce Planning and Development 	27/10/23

			<p>4 Best Practice</p> <p>Including a summary of the current operating models used in the estate and then draft recommendations to be developed into the final report.</p> <p>Early recommendations for SCH TOMs.</p>	
Within 12-16 weeks from contract award	30- 50%	4 - Final Report	<p>A complete report against each theme:</p> <ol style="list-style-type: none"> 1. Financial Sustainability 2. Occupancy Levels 3. Workforce Planning and Development 4. Best Practice <p>Covering all SCH's and including evidence drawn from stakeholders.</p> <p>The final report should include final recommendations for a practical and sustainable TOMs for SCH along with recommendations and actions required for safe transition to</p>	4/12/23

			achieve and maintain the TOMs.	
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8.6 The practical method of making payment will require the successful supplier to submit proof of work to the Department along with an invoice which will be reviewed then sent to our payment team who will issue a payment to the respective company's bank account within 10 working days.

9 KPI's

KPI No.	Key Indicator	KPI Performance Measure	Frequency of Monitoring
1	Completion of visits to all Secure Children's Homes as set out in Table 3 – Payment against Milestones and Deliverables	Completion of meetings by agreed deadline as set out in Table 3 – Payment against Milestones and Deliverables	Fortnightly as part of the progress update report
2	Delivery of the Interim Report as set out in Table 3 – Payment against Milestones and Deliverables	Completion of report by agreed deadline Table 3 – Payment against Milestones and Deliverables	Fortnightly as part of the progress update report
3	Delivery of the Draft Final Report as set out in Table 3 – Payment against Milestones and Deliverables	Completion of a report by agreed deadline Table 3 – Payment against Milestones and Deliverables	Fortnightly as part of the progress update report
4	Delivery of the Final Report as set out in Table 3 – Payment against Milestones and Deliverables	Completion of report by agreed deadline Table 3 – Payment against Milestones and Deliverables	Fortnightly as part of the progress update report
5	Delivery against milestones within agreed delivery plan that supplier sets out in bid.	As per agreed delivery plan	Fortnightly as part of the progress update report
6	Attendance at all meetings with the Department and Expert Advisory Group to update on progress, test approach and incorporate feedback into work.	Percentage of meetings attended. Interim Report, Draft Final Report and Final Report.	Fortnightly / Monthly

The Authority have the right to review KPI's and make adjustments if necessary.

10 STAFF VETTING, EXPERIENCE AND QUALIFICATIONS

10.1 We expect the appointed company to have a wide experience in consultancy and reviewing models of practice for improvements and recommendations. More specifically we expect experience in some form of running efficient public services and understanding complex funding arrangements. Ideally, they will be familiar with the children's social care sector and/or children's homes, but this is not essential.

10.2 If consultants are on site but supervised, then a DBS check/clearance would be required in advance of the visit. If they are on site and unsupervised with free access to staff and young people, then an Enhanced DBS would be required in advance of the visit. The successful supplier must meet the cost of such checks.

11 AUTHORITY'S RESPONSIBILITIES

11.1 DfE will use all reasonable endeavours to provide as much information it can to support the successful supplier in the delivery of the service.

11.2 DfE will engage with and prep the SCH's on the project requirements before the start of the contract and will establish a Memorandum of Understanding with the SCHs to aid the sharing of information for this requirement

11.3 DfE are establishing a working group of sector experts who the supplier will be expected to report to at intervals throughout the contract to test their thinking and ensure that the report focuses in the right areas and that the recommendations are practical.

12 REPORTING

12.1 DfE's policy team will be dedicated to the project throughout. The successful supplier will have a fortnightly meeting with the Department to ensure that the report is focusing on the correct areas and ultimately providing practical recommendations.

12.2 Prior to this we expect the supplier to send a performance monitoring report to the Department which sets out the progress that has been made. The supplier will be asked to submit a template of a performance monitoring report as part of their bid, setting out information covered within this section. The final version of this template will be agreed by both parties' post contract award.

12.3 The supplier will also be expected to attend a monthly meeting with the Senior Responsible Officer to discuss engagement with the sector, the strategy for review, recommendations of the current arrangements, progress against the project and anything else of pertinence. The supplier will be asked to provide a verbal presentation with an accompanying slide deck.

12.4 The format of the final report will be agreed with the Authority post contract award, and it will be in a format that meets the Authority's accessibility and publication standards.

13 DEFINITIONS AND ACRONYMS

Expression or Acronym	Definition
LAC	Looked After Child(ren), where a child is subject to a care or placement order.
TOMs	Target Operating Models, defined as a description of the desired state of the operating model of an organisation or group of organisations. When working on the operating model, it is normal to define the "as is" model and the "to be" model. The target operating model is the "to be" model.
SCH	Secure Children's Home
DoL	Deprivation of Liberty
LAs	Local Authorities. Local government areas that have a statutory duty to ensure sufficient places in Children's Social Care settings that meet the needs of their looked after children.
SRO	Senior Responsible Owner
DBS	Disclosure and Barring Service
CSC	Children's Social Care
VCS	Voluntary and Community Sector

14 CALL-OFF INCORPORATED TERMS

The following documents will be incorporated alongside the core terms (version 3.0.10 v5) and all mandatory schedules into the Call-Off Contract awarded as a result of this ITT.

Joint Schedules

- Joint Schedule 1 (Definitions)
- Joint Schedule 2 (Variation)
- Joint Schedule 3 (Insurance Requirements)
- Joint Schedule 4 (Commercially Sensitive Information)
- Joint Schedule 5 (Corporate Social Responsibility)
- Joint Schedule 6 (Key Subcontractors)
- Joint Schedule 10 (Rectification Plan)
- Joint Schedule 11 (Processing Data)

Call-Off Schedules

- Call-Off Schedule 5 (Pricing Details)
- Call-Off Schedule 7 (Key Supplier Staff)
- Call-Off Schedule 9 (Security)
- Call-Off Schedule 15 (Call-Off Contract Management)
- Call-Off Schedule 18 (Background Checks)
- Call-Off Schedule 20 (Call-Off Specification)

Special Terms

- Schedule 16 Buyer Specific Security Requirements
- Schedule 31 Buyer Specific Terms.