



**AUTHORITY: The Secretary of State for the Home  
Department (acting through the Home Office)**

**Schedule 13  
Implementation Plan**

**Campsfield House Immigration Removal  
Centre Contract**

## DEFINITIONS

In this Schedule, the following definitions shall apply:

**“Authority to Proceed (Post Implementation)” OR “ATP(PI)”**

means

- a) the authorisation provided by the Authority to the Supplier to commence the provision of the relevant Operational Services for an occupancy Level of 160 Available Detainee Places; and
- b) where the Supplier has complied with the requirements of Annex A of Schedule 13 (Implementation Plan) categorised as Implementation but not complied with the total requirements of Annex A;

**“Authority to Proceed (Full Service)” or “ATP(FS)”**

means

- a) the authorisation to the Supplier to commence the provision of the relevant Operational Services for an occupancy level of 400 Detainees Places,
- b) where the Supplier has complied with the requirements of Annex A of Schedule 13 (Implementation Plan);
- c) complied with the total requirements of Implementation Outstanding List; and
- d) provided by the Authority in the form of a Milestone Achievement Certificate in respect of the ATP Milestone;

**“Furniture, Fixtures & Equipment”**

refers to movable furniture, fixtures, or other equipment that have no permanent connection to the structure of a building;

**“Initial Furniture, Fixtures & Equipment” or “Initial FF&E”**

means the items as detailed in Annex E of this Schedule to be provided by the Supplier during the Implementation, Post Implementation and Transition Periods;

**“Implementation Period”**

means the period commencing when the activities listed in the Detailed Implementation Plan begin and ending on the date the Authority to Proceed (Post Implementation) is issued;

**“Implementation Outstanding List”**

means a list of activities to be completed no later than:

- a) the date(s) agreed in the Detailed Implementation Plan; or
- b) in the case of new activities identified during the Implementation Period as being required, the date(s) agreed by both Parties;

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- c) or in the case of outstanding activities those within the list to be included on the Transition Outstanding List;

**“Transition Outstanding List”** means a list of activities of outstanding activities identified during the Transition Period as being required, the date(s) agreed by both Parties to be completed no later than 14 days prior to the end of the Transition Period;

**“Transition Notice”** means a notice period of four calendar months that the Authority shall give to the Supplier to commence the Transition Period; and

**“Transition Period”** means:

- a) the activities to transition from phase 1 (160 Available Detainee Place) to phase 2 (400 Available Detainee Places) which in all cases will be after the Authority to Proceed (Post Implementation) is issued;
- b) commencing after receipt of the Transition Notice;
- c) must not exceed a maximum duration of 4 months; and
- d) where the Authority will give the Transition Notice any time from the Effective Date as to when the Transition Period will commence.

## **1 INTRODUCTION**

### **1.1 This Schedule:**

- (a) defines the process for the preparation and implementation of the Outline Implementation Plan and Detailed Implementation Plan; and
- (b) identifies the Milestones (and associated Deliverables) including the Milestones which trigger payment to the Supplier of the applicable Milestone Payments following the issue of the applicable Milestone Achievement Certificate.

### **1.2 The Implementation Period will be four months and 0.5 of a month and at the end of which the Authority to Proceed (Post Implementation) (ATP(PI)) will be issued, subject to the requirements set out in Annex A – (Outline Implementation Plan) having been completed.**

### **1.3 The Transition Period will commence on service of the Transition Notice. The Authority to Proceed (Full Service) will be issued at the conclusion of the Transition Period after which Full Service will commence.**

### **1.4 The Authority will give the Supplier notice in accordance with the Transition Notice for commencement of the Transition Period. The Transition Notice may be given at any time after the Effective Date.**

## **2 OUTLINE IMPLEMENTATION PLAN**

### **2.1 The Outline Implementation Plan is set out in Annex A.**

### **2.2 All changes to the Outline Implementation Plan shall be subject to the Change Control Procedure provided that the Supplier shall not attempt to postpone any of the Milestones using the Change Control Procedure. The Supplier will have overall responsibility for planning and executing the Implementation Plans.**

## **3 APPROVAL OF THE DETAILED IMPLEMENTATION PLAN**

### **3.1 The Supplier shall submit:**

- (a) a draft Detailed Implementation Plan for all implementation activities to the Authority for approval within 5 Working Days of the Effective Date. The Authority shall review and provide the Supplier with comments on the draft Detailed Implementation Plan within 3 Working Days. The Supplier shall then revise the draft Detailed Implementation Plan as appropriate, to take reasonable account of the comments of the Authority and to comply with the provisions of this Schedule. The Supplier and the Authority will work together to agree the final version of the Detailed Implementation Plan, no later than 10 Working Days from the Effective Date

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- (b) a draft Detailed Implementation Plan for all transition activities to the Authority for approval within 5 Working Days of the first anniversary of the contract. The Authority shall review and provide the Supplier with comments on the draft Detailed Implementation Plan within 3 Working Days. The Supplier shall then revise the draft Detailed Implementation Plan as appropriate, to take reasonable account of the comments of the Authority and to comply with the provisions of this Schedule. The Supplier and the Authority will work together to agree the final version of the Detailed Implementation Plan, no later than 10 Working Days from the submission date.
- 3.2 The Supplier shall commence the activities and duties as set out in the Detailed Implementation Plan following the Authority's approval of the Detailed Implementation Plan, approved in accordance with paragraph 3.1 of this Schedule 13
- 3.3 The Supplier shall ensure that the draft Detailed Implementation Plan:
  - (a) incorporates all of the Milestones and Milestone Dates set out in the Outline Implementation Plan;
  - (b) clearly outlines all the steps required to implement the Milestones to be achieved in the Implementation and Transition Period;
  - (c) includes (as a minimum) the Supplier's proposed timescales in respect of each of the Milestones;
  - (d) provides the Supplier's schedule of high level tasks;
  - (e) clearly indicates where the Supplier and/or the Authority are required to complete a task;
  - (f) includes detailed governance arrangements during the Implementation Period and Transition Period covering the following points:
    - (i) details of status reporting to the Authority on a weekly basis to include progress against Implementation Plan and associated resolution and/or mitigation actions;
    - (ii) a schedule of meetings and reporting requirements required by the Authority during the Implementation Period and Transition Period, which as a minimum, shall include fortnightly meetings, proposed attendees and up to date progress reports. A standard agenda for the meetings shall be agreed between both Parties; and
    - (iii) the contact details for the Supplier's Project Team;
  - (g) identifies and seeks to eliminate business and technical issues and risks that may affect transition; and
  - (h) includes completed Home Office security clearance forms for each of the implementation team who will require unescorted access to the site at which Services will be delivered and for any new members of the onsite management team. The Supplier shall allow for up to 3 months of the Implementation and/or Transition Period to enable the HMG Baseline Personnel Security Standard clearance checks to be completed..

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- 3.4 Any changes to the Detailed Implementation Plan shall be agreed between both Parties. The Supplier shall submit any revised Detailed Implementation Plan to the Authority for approval within 3 Working Days of the need for change being identified.
- 3.5 Prior to the submission of the draft Detailed Implementation Plan to the Authority in accordance with Paragraph 3.1, the Authority shall have the right:
- (a) to review any documentation produced by the Supplier in relation to the development of the Detailed Implementation Plan, including:
    - (i) details of the Supplier's intended approach to the Detailed Implementation Plan and its development;
    - (ii) copies of any drafts of the Detailed Implementation Plan produced by the Supplier; and
    - (iii) any other work in progress in relation to the Detailed Implementation Plan; and
  - (b) to require the Supplier to include any reasonable changes or provisions in the Detailed Implementation Plan.

## 4 ISSUE OF MILESTONE ACHIEVEMENT CERTIFICATE

- 4.1 The Authority shall issue a Milestone Achievement Certificate, as set out in Annex C, in respect of a given Milestone as soon as is reasonably practicable following:
- (a) the issuing by the Authority of Certificates in respect of all Deliverables related to that Milestone; and
  - (b) performance by the Supplier to the reasonable satisfaction of the Authority of any other tasks identified in the Implementation Plan as associated with that Milestone (such as the production of Documentation).
- 4.2 The grant of a Milestone Achievement Certificate shall entitle the Supplier to the receipt of a payment in respect of that Milestone in accordance with the provisions of Schedule 15 (*Charges and Invoicing*).
- 4.3 If a Milestone is not Achieved, the Authority shall promptly issue a report to the Supplier setting out:
- (a) the applicable Issues; and
  - (b) any other reasons for the relevant Milestone not being Achieved.
- 4.4 Without prejudice to the Authority's other remedies the following shall constitute a Notifiable Default for the purposes of Clause 25.1 (*Rectification Plan Process*) and the Authority shall refuse to issue a Milestone Achievement Certificate where:
- (a) there is one or more Material Issue(s); or
  - (b) the information required under Schedule 24 (*Reports and Records Provisions*) Annex 3 (Virtual Library) has not been uploaded to the Virtual Library in accordance with Paragraph 3 of that Schedule.

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- 4.5 If there are Issues but there are no Material Test Issues, the Authority may at its discretion (without waiving any rights in relation to the other options) choose to issue a Milestone Achievement Certificate conditional on the remediation of the Issues in accordance with an agreed Rectification Plan provided that:
- (a) any Rectification Plan shall be agreed before the issue of a conditional Milestone Achievement Certificate unless the Authority agrees otherwise (in which case the Supplier shall submit a Rectification Plan for approval by the Authority within 10 Working Days of receipt of the Authority's report pursuant to Paragraph 4.3); and
  - (b) where the Authority issues a conditional Milestone Achievement Certificate, it may (but shall not be obliged to) revise the failed Milestone Date and any subsequent Milestone Date.

## 5 AUTHORITY TO PROCEED (POST IMPLEMENTATION)

- 5.1 On or prior to the Operational Service Commencement Date the Supplier shall obtain from the Authority either an Authority to Proceed (Post Implementation) or an Authority to Proceed (Full Service).
- 5.2 Where the Supplier has complied with the requirements of Annex A categorised as Implementation but not complied with the total requirements of Annex A the Authority may, at its sole discretion, allow the Supplier to commence provision of the Services on the Contract Operational Service Commencement Date by issuing the Authority to Proceed (Post Implementation) to the Supplier.
- 5.3 The Supplier shall upon receipt of the Authority to Proceed (Post Implementation) invoice the Authority in accordance with the provisions of Schedule 15 (*Charges and Invoicing*). The Supplier shall exclude those activities listed within the Implementation Outstanding List until the Authority confirms acceptance that the activities have been completed.
- 5.4 At any time prior to the Operational Service Commencement Date the Supplier becomes aware that the completion of any activity, required for the issuing of the Authority to Proceed (Post Implementation) will not be met within the timescales in the Detailed Implementation Plan, the Supplier shall create an Implementation Outstanding List within 48 hours and submit it to the Authority. The Implementation Outstanding List shall be reviewed weekly by the Parties and updated where necessary, adding or deleting items listed where appropriate, specifying any remedial actions and agreeing revised timescales. Where the completion of any activity, required for the issuing of the Authority to Proceed (Post Implementation) will not be met within the Implementation Period, the Authority at its absolute discretion, may issue a temporary Authority to Proceed (Post Implementation), which will be replaced by the Authority to Proceed (Post Implementation) on completion of the outstanding activities.
- 5.5 The Supplier shall present a final Implementation Outstanding List to the Authority at the same time that the Supplier gives notice to the Authority that it has satisfied the requirements for obtaining the Authority to Proceed (Post Implementation).
- 5.6 Where the Authority to Proceed (Post Implementation) is issued, any new Implementation activities that have been identified following the Operational Service Commencement Date will be added to the Implementation Outstanding List and the requirements as described in Paragraph 4.3 for the management and notification of items on the Implementation Outstanding List shall apply.

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- 5.7 The Supplier shall ensure that any activities within the Implementation Outstanding List and the requirements of Annex A categorised as Transition are fulfilled during the Transition Period, or within the relevant time period(s) as specified in paragraph 5.8, dependent on the categorisation of the outstanding activities, whichever is sooner:
- 5.8 The Implementation Outstanding List activities shall be split into three categories as follows:
- 5.8.1 Red activities - constitute issues that would if left unresolved, critically impair the Service and/or results in an unacceptable impact on Detainees, and/or put Authority data or assets at unacceptable risk. These activities must be completed within 1 month of receipt of the Authority to Proceed (Post Implementation).
  - 5.8.2 Amber activities - constitute issues that if left unresolved could impair the Service and/or results in undesirable impacts on Detainees, and/or puts Authority data or assets at risk (including reputational risk). These activities must be completed within 3 months of receipt of the Authority to Proceed (Post Implementation).
  - 5.8.3 Green activities - constitute issues that require resolution but are considered to have a minor or no impact on the Service, and/or minor or no impact upon Detainees, and/or minor or no risk to Authority data or assets at any risk. These activities must be completed within 6 months of receipt of the Authority to Proceed (Post Implementation).

## 6 AUTHORITY TO PROCEED (FULL SERVICE)

- 6.1 The Authority to Proceed (Full Service) will be issued, at the discretion of the Authority, following the end of the Transition Period and only if the Supplier has demonstrated to the satisfaction of the Authority that it has completed all or the majority of the activities as set out in Annex A, which shall be included in the Detailed Implementation Plan and any activities contained in the Implementation Outstanding List.
- 6.2 Where the Supplier has complied with the majority of the requirements of Annex A but has not complied with the total requirements of Annex A and the Implementation Outstanding List the Authority may, at its sole discretion issue a conditional Authority to Proceed (Full Service) to the Supplier. The Authority will detail conditions to be met and/or activities that require completion.
- 6.3 Prior to the receipt of a conditional Authority to Proceed (Full Service) the Supplier will produce a Transition Outstanding List and shall record these in accordance with Paragraph 7. The Supplier shall upon receipt of the conditional Authority to Proceed (Full Service) invoice the Authority in accordance with the provisions of Schedule 15 (*Charges and Invoicing*). The Supplier shall exclude those activities listed within the Transition Outstanding List until the Authority confirms acceptance that the activities have been completed.
- 6.4 Where a conditional Authority to Proceed (Full Service) is issued, any new Transition activities that have been identified will be added to the Transition Outstanding List and the requirements as described in Paragraph 4.3 for the management and notification of items on the outstanding list shall apply.
- 6.5 Following receipt of any information under this Schedule 13, the Authority shall be entitled to request from the Supplier, and the Supplier shall be obliged to provide, such information as the Authority may require for the purpose of implementing the Authority



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to Proceed (Full Service), provided that any request for such further information shall be made by the Authority as soon as is reasonably practicable following the receipt of the information outlined in this Schedule.

- 6.6 Notwithstanding anything in the Contract, the Authority shall not issue the Authority to Proceed (Full Service) unless the information required by the Authority has been supplied to it and the necessary approvals (including without limitation final approval of the Detailed Implementation Plan) have been given by the Authority to the Supplier as specified or referred to in this Schedule.

### 7 TRANSITION OUTSTANDING LIST

- 7.1 The Supplier shall create a Transition Outstanding List and submit to the Authority any pre-agreed activities that the Supplier cannot complete by the end of the Transition Period.
- 7.2 The Transition Outstanding List shall be submitted to the Authority within 14 calendar days prior to the end of the Transition Period. The Transition Outstanding List shall be reviewed weekly by the Parties and updated weekly, adding or deleting items listed where appropriate, specifying any remedial actions and agreeing revised timescales.
- 7.3 The Transition Outstanding List activities shall be split into three categories as follows:
- 7.3.1 Red activities constitute issues that would if left unresolved, critically impair the Service and/or results in an unacceptable impact on Detainees, and/or put Authority data or assets at unacceptable risk. These activities must be completed within 1 month of the end of the Transition Period.
  - 7.3.2 Amber activities constitute issues that if left unresolved could impair the Service and/or results in undesirable impacts on Detainees, and/or puts Authority data or assets at risk (including reputational risk). These activities must be completed within 3 months of the end of the Transition Period.
  - 7.3.3 Green activities constitute issues that require resolution but are considered to have a minor or no impact on the Service, and/or minor or no impact upon Detainees, and/or minor or no risk to Authority data or assets at any risk. These activities must be completed within 6 months of the end of the Transition Period.
- 7.4 The Supplier shall ensure that all the activities recorded within the Transition Outstanding List are completed in accordance with the dates agreed with the Authority, as given in the Transition Outstanding Lists. No action/requirement on the Transition Outstanding Action List shall remain uncompleted beyond 6 months of the end of the Transition Period.
- 7.5 Following receipt of the completed activities recorded on the Transition Outstanding List, and in the timeframe referenced at paragraph 7.3 the Authority shall release the Milestone Retention in accordance paragraph 2 of Part B: Charging Mechanism, Schedule 15 (*Charges and Invoicing*).
- 7.6 Where the Supplier has failed to complete all the activities listed within Transition Outstanding List in the timescale as defined in paragraph 6.3 and no mitigations as approved from the Authority has been granted the outstanding Milestone Retention in accordance with Part B, Schedule 15 (*Charges and Invoicing*) shall be withheld.
- 7.7 If in the opinion of the Authority, the uncompleted activities listed within Transition Outstanding List would have a material impact upon delivery of the Services, and/or

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an unacceptable impact upon Detainees, and/or creates an unacceptable level of risk, then the Authority may at its absolute discretion notify the Supplier that a Notifiable Default has occurred and may exercise such rights and remedies within the Agreement in regard to a material Default.

### **8 FURNITURE, FIXTURES AND EQUIPMENT (FF&E)**

- 8.1 The Supplier shall source, supply and install during the Implementation, Post Implementation and Transition Periods as required all Initial Furniture Fixtures, and Equipment as detailed in Annex E of this Schedule. The Supplier shall recover costs for the Furniture, Fixtures and Equipment in accordance with the Pass-Through provisions set out in Schedule 15 (*Charges and Invoicing*) Part A Paragraph 6.
- 8.2 The Supplier shall manage the installation of the Initial Furniture, Fixtures, and Equipment as detailed within Annex E under the provision of Minor Works in accordance with Schedule 35 (Maintenance and Cleaning).
- 8.3 The Supplier shall ensure that all FF&E assets installed under Annex E of this Schedule shall remain the property of the Authority and are recorded in accordance with Annex A of Schedule 38 (Assets).

### **9 GOVERNMENT REVIEWS**

- 9.1 The Supplier acknowledges that the Services may be subject to Government review at key stages of the project. The Supplier shall cooperate with any bodies undertaking such review and shall allow for such reasonable assistance as may be required for this purpose within the Charges.

### **10 OTHER IMPLEMENTATION REQUIREMENTS**

#### **10.1 Co-operation with other parties**

9.1.1. The Supplier shall:

- (a) co-operate with other parties, including, but not limited to the Authority, Ministry Of Justice and on-site contractors to affect the smooth commencement of the Services; and
- (b) abide by the requirements of the "Service Transfer Agreement" Annex D.

#### **10.2 Implementation Governance and Meetings**

9.2.1. The Supplier shall:

- (a) appoint a suitably experienced and empowered Project Manager to manage the Implementation Period, and provide their contact details to the Authority; and
- (b) attend Implementation meetings and provide briefing presentations to the Authority on Service delivery including updates on Staff recruitment and installation of Furniture, Fixtures & Equipment.

#### **10.3 Transition Governance and Meetings**

9.2.1. The Supplier shall:

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- a) appoint a suitably experienced and empowered project manager to manage the Transition Period, and provide their contact details to the Authority; and
- (b) attend Transition meetings and provide briefing presentations to the Authority on Service delivery, including updates on Staff recruitment and installation of Furniture, Fixtures and Equipment.

### **10.4 Submission of documentation**

9.3.1. The Supplier shall:

- (a) subject to paragraph (b) below, submit all documents to the Authority properly labelled in such a manner and within timescales agreed with the Authority; and
- (b) if copies of documentation are needed by the Authority, provide copies of the documentation in electronic format, being in 11pt Arial MS Word or MS Excel.

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**ANNEX A: OUTLINE IMPLEMENTATION PLAN**

The Supplier is expected to provide as detailed below:

REFERENCE	REQUIREMENT	IMPLEMENTATION or TRANSITION
General – Staffing and Personnel	Provide governance structures for the delivery of the Contract, including meetings calendar, roles and responsibilities and attendees.	Implementation
General – Staffing and Personnel	Confirm key personnel as set out in Schedule 29 ( <i>Key Personnel</i> ), providing details of professional qualifications where relevant.	Implementation
General – Staffing and Personnel	Confirm where budget responsibilities lie and levels of responsibility.	Implementation
General – Staffing and Personnel	Provide the organisation chart of key personnel for the delivery of the Contract for Implementation and Transition Periods.	Implementation and Transition
General – Staffing and Personnel	For all roles: Confirm the numbers of staff, by job title, job description, grade across the Contract to deliver the Services, including reporting lines of responsibility.	Implementation
General – Staffing and Personnel	<p>Provide and agree the staffing tables for phased service delivery fully meeting the requirements of Schedule 2 Annex B (Operational Staffing Model), where residential areas are operational, against the following milestones:</p> <p><b>Operational Service Commencement (end of Implementation Period):</b></p> <p>At the end of Implementation Period the Supplier shall deliver the Services to meet the requirement for an occupancy level of 160 Available Detainees Places (Services to be provided in the Refurbished Areas) managing the following:</p>	Implementation / Transition

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REFERENCE	REQUIREMENT	IMPLEMENTATION or TRANSITION
	<ul style="list-style-type: none"> <li>• All Operational Services required to run the IRC and meet Detainees' needs; and</li> <li>• Detainee residential areas as set out below:               <ul style="list-style-type: none"> <li>○ Pink Unit – A total of 10 rooms (Occupancy 20)</li> <li>○ Blue Unit – A total of 54 rooms (Occupancy 98)</li> <li>○ Yellow Unit – A Total of 30 rooms (Occupancy 42)</li> </ul> </li> </ul> <p><b>Non-Capacity Beds</b></p> <ul style="list-style-type: none"> <li>• CSU</li> <li>• Dedicated Support Facility</li> </ul> <p><b>End of Transition Period (Full Service):</b></p> <p>At the end of the Transition Period the Supplier shall deliver the Full Services to meet the requirement for an occupancy level of 400 Available Detainees Places (Full Services to be provided in the Refurbished and New Build Areas) managing the following:</p> <ul style="list-style-type: none"> <li>• All Operational Services required to run the IRC and meet Detainees' needs; and</li> <li>• Detainee residential areas as set out below:               <ul style="list-style-type: none"> <li>○ Pink Unit – A total of 10 rooms (Occupancy 20)</li> <li>○ Blue Unit – A total of 54 rooms (Occupancy 98)</li> <li>○ Yellow Unit – A Total of 30 rooms (Occupancy 42)</li> <li>○ Orange Unit- A total of [ ] rooms Occupancy TBC</li> </ul> </li> </ul>	

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REFERENCE	REQUIREMENT	IMPLEMENTATION or TRANSITION
	<ul style="list-style-type: none"> <li>○ Green Unit- A total of [ ] rooms Occupancy TBC</li> <li>○ Purple Unit- A total of [ ] rooms Occupancy TBC</li> </ul> <p><b>Non-Capacity Beds</b></p> <ul style="list-style-type: none"> <li>● CSU</li> </ul> <p>Dedicated Support Facility</p>	
General – Staffing and Personnel	Provide the weekly total number of DCOs accredited staff.	Implementation and Transition
General – Staffing and Personnel	Confirm that appropriate security clearances have been obtained for all newly appointed staff.	Implementation and Transition
General – Staffing and Personnel	Provide a proposal for the timing that services will be mobilised to deliver a safe and secure facility on and after the Operational Service Commencement Date. This will be subject to agreement by the Authority.	Implementation
General – Staffing	In conjunction with the Authority, develop a Regime Management Plan which includes the regime activities to be provided within the IRC.	Implementation
Schedule 2 Para. 14.6.2 (c)	Provide full details of the Initial Training Course and Refresher Training to be delivered to DCOs – content, duration and delivery dates.	Implementation and Transition  (Prior to any training being delivered to new staff)
Schedule 2 Para. 14.6.2 (m)	Provide a programme of training and content for partners for agreement by the Authority in accordance with Schedule 2 ( <i>Services Description</i> ).	Implementation
Schedule 2 Para. 14.1.1 (h)	Provide pictures and description of the uniform to be worn by all staff. (for approval)	Implementation

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REFERENCE	REQUIREMENT	IMPLEMENTATION or TRANSITION
Schedule 2 Para. 14.4.1 (c)	Provide staff engagement strategy.	Implementation
Schedule 2 Para. 14.7.3 (c)	Provide staff retention strategy.	Implementation
Schedule 2 Para. 14.4.1 (a)	Provide whistleblowing procedure.	Implementation
Schedule 2 Para. 14.4.1 (h)	Provide staff culture and conduct policy to include code of conduct and professional boundaries.	Implementation
Schedule 2 Para. 14.4.1 (i)	Provide DCO Rotation Policy.	Implementation
Schedule 2 Para. 14.3.1	Provide Equality, Diversity and Inclusion strategy.	Implementation
General – Staffing and Personnel	Confirm the dedicated point of contact for the Authority (24 hours per day/365(6) days per year) with overall responsibility for the Services and access to the highest levels of the Supplier's senior management.	Implementation
General – Sub-contracted Services	Provide details as to which Services will be carried out in-house and those which will be sub-contracted with detail of sub-contractor suppliers and details of procedures, including procurement arrangements, for sub-contracting services.  To provide, where available, or as soon as they become available, copies of Key Sub-Contractors Contracts for this Contract.	Implementation and Transition
Schedule 6 (Insurance)	Provide details and copies of Insurance policies for this Contract and confirmation that the required insurances are compliant with Schedule 6 (Insurance).	Implementation

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REFERENCE	REQUIREMENT	IMPLEMENTATION or TRANSITION
General – Systems and Procedures	Provide details of the systems and procedures for accounting and prompt invoicing, ensuring these systems are fully integrated and have a full audit trail.	Implementation
General – Quality Management	Provide Audit plans which include details of how they will be managed and reviewed to include procedures for reviewing and improving the quality of supplier processes and systems which will enable continuous improvement.	Implementation
General – Quality Management	Provide quality standard registration details.	Implementation
Schedule 2 Para. 16.1	<p>Provide details of internal audit and performance programme and system to address non-compliances to include but not be limited to:</p> <p>Compliance with Service Description  Compliance with Performance Standards  Compliance with DC Rules/IRC Rules, Detention Service Operating Standards Manual, and Detention Service Orders</p>	Implementation
Schedule 2 Para. 16.1.6	Provide details of the system whereby a Detainee can provide feedback on the provision of Services (e.g. Customer Satisfaction systems) and how the Supplier will take account of issues that emerge.	Implementation
General – Internal Audit Plan	Provide details of the procedures for Contract monitoring and reporting, handling performance data, self-monitoring, resolving recurring Service failures and monitoring performance to ensure the Services are being carried out to the level and quality required.	Implementation
General – Reports and record provision	Review the Service Delivery reports as set out in Schedule 24 ( <i>Reports and Records Provision</i> ), confirming the template and circulation list for each report.	Implementation



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REFERENCE	REQUIREMENT	IMPLEMENTATION or TRANSITION
General – Reports and record provision	Create a Virtual Library in accordance with paragraph 6 of Schedule 24 ( <i>Reports and Records Provision</i> ).	Implementation
Schedule 2. Para. 9.6	Provide details of the procedures for both formal and informal Complaints.	Implementation
General – data management	Obtain approval from the Authority that the Supplier's systems comply with Schedule 5 ( <i>Security Management</i> ).	Implementation
General – data management	Provide details of the records and data management processes and procedures, including details of how they comply with requirements outlined in Schedule 5 ( <i>Security Management</i> ), which includes but not limited to Cyber security, security, risk management, GDPR compliance, and plans for transfer of information assets from incumbent, with risk and mitigation plans.	Implementation
General – data management	Provide details of Data Protection Impact Assessment.	Implementation
General – data management	Provide details of Cyber Essential Accreditation in accordance with Schedule 5 ( <i>Security Management</i> ).	Implementation
General – data management	Confirm details of information management and confidentiality policies to include minimum retention periods.	Implementation
General – data management	Provide timelines for ordering and installation of required IT hardware and software.	Implementation and Transition
General – Health and Safety	Provide details of Health and Safety systems, accreditations, policies, procedures and protocols for all activities and locations where Services will be provided. This	Implementation

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REFERENCE	REQUIREMENT	IMPLEMENTATION or TRANSITION
	should include accident reporting procedures and notification procedures for hazards or potential hazards.	
General – Health and Safety	Confirm arrangements for the Personal Protection Equipment (PPE) and body armour provision, training and use.	Implementation
General – Health and Safety	Provide a copy of the Supplier's smoking policy. (for all Staff and Detainees) )	Implementation
General – Contingency Planning	Provide all required contingency plans in accordance with Schedule 2 ( <i>Service Description</i> ) Section 13.	Implementation
General – Contingency Planning (General – Business Continuity Disaster Recovery Plan Planning)	Within 40 Working Days from the Effective Date the Supplier shall prepare and deliver to the Authority for the Authority's written approval a SCP in accordance with Schedule 26 ( <i>Service Continuity Plan and Corporate Resolution Planning</i> ).	Implementation
General – Contingency Planning	Provide details of the structure for command of serious incidents, supporting structures and post incident procedures and policies.	Implementation
General – Maintenance and Cleaning	Provide the proposed format and content of the Maintained Asset Register for all Contract assets and provide procedures for maintaining the Maintained Asset Register to the requirements of Schedule 35 ( <i>Maintenance and Cleaning</i> ). Transferring asset data across to the register, reviewing accuracy of data.	Transition (Phase 1)

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REFERENCE	REQUIREMENT	IMPLEMENTATION or TRANSITION
General – Maintenance and Cleaning	Provide a detailed Maintenance and Cleaning programme and procedures to meet the requirements of Schedule 35 ( <i>Maintenance and Cleaning</i> ).	Implementation and Transition
General – Fixtures, Fittings and Equipment	Provide and install all the Initial Furniture, Fittings and Equipment for Campsfield IRC in accordance with Section 8 and Annex E of this Schedule.	Implementation, Post Implementation and Transition
General – Condition	Review the building and content of each building within Campsfield IRC, including all fittings and equipment installed therein, identifying any issue that need to be addressed, providing a comprehensive list to the Authority.	Implementation and Transition
General – Condition	Agree the Schedule of Condition with the Authority which will record the condition of the property at commencement of the licence. The agreed Schedule of Condition will be included as part of Schedule 36 ( <i>Form of Lease</i> ) Annex A and Signed by both Parties.	Implementation and Transition
General – Maintenance and Cleaning	Provide and demonstrate the Maintenance Management system for approval by the Authority.	Implementation
General – Maintenance and Cleaning	Provide and agree with the Authority the timescales for fault reporting and resolution for all priority levels.	Implementation
General – Maintenance and Cleaning	Take responsibility for all spares and equipment that have been previously paid for by the Authority...	Implementation

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REFERENCE	REQUIREMENT	IMPLEMENTATION or TRANSITION
General – Maintenance and Cleaning	Set up the maintenance office/helpdesk and Maintenance Management System and put in place suitable administration procedures and required plans.	Implementation
General – Maintenance and Cleaning	Establish maintenance management and cleaning teams, advising the Authority when interviews for key positions (if required) are to take place and the names of candidates as required.	Implementation and Transition
General – Maintenance and Cleaning	Identify and organise training for maintenance and cleaning teams, providing a list of training requirements to the Authority.	Implementation and Transition
General -Health and Safety	Provide detailed fire prevention plans.	Implementation
General – Social Value Schedule 33	Submit a Social Value Policy and Plan within 3 months of the Effective Date in accordance with paragraph 9 of Schedule 33 ( <i>Social Value</i> ).	Implementation
General – Service Description	Provide all Service Operating Procedures for each of the Operational Services, detailing how each of the operational requirements set out in Schedule 2 ( <i>Services Description</i> ) will be delivered. To include summary document that provides an index of all the Supplier's SOPs, policies and strategies with DSOs, DC or IRC Rules, Detention Services Operating Standards Manual and other operational requirements against each of the Operational Services.	Implementation
Schedule 2 Para. 3.1.7 (d)	Provide a full set of House Rules and the Compact, translated into the Designated Languages provided within the Data Room.	Implementation
Schedule 2 Para. 1.3.1(c)	Provide a copy of the Equalities Assessment, assessing the delivery of services as defined in the contract.	Implementation

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REFERENCE	REQUIREMENT	IMPLEMENTATION or TRANSITION
Schedule 2 Para. 1.3.1 (d)	Provide a copy of the Equalities Assessment, assessing the impact of operating the proposed Night State.	Implementation
Schedule 2 Para. 2.1.3 (a)	Provide its Local Security Strategy (LSS) and detailed security procedures:	Implementation
Schedule 2 Para. 2.8.3	Provide Surveillance Cameras and Body Worn Cameras Policy(s).	Implementation
Schedule 2.1 Para. 2.2.1	Provide a detailed written policy on searching in the IRC.	Implementation
Schedule 2 Para. 7.8	Provide detailed proposals for the provision of voluntary paid activity for Detainees to include roles and rates of pay and the policy for the use of buddies.	Implementation
Schedule 2 Para. 8	Provide detailed proposals for the provision of Religion and Race relations, to include a programme of religious services, the arrangements for religious observance during Night State and their Race Relation Policy.	Implementation
Schedule 2 Paras 9 & 12	Provide Safeguarding Children policy and Safeguarding Adult policy.	Implementation
Schedule 2 Para. 12.6.1	Provide anti bullying and antisocial behaviour strategy.	Implementation
Schedule 2 Para. 12	Provide strategies for managing vulnerable people to include: <ul style="list-style-type: none"> <li>○ suicide and self-harm reduction strategy;</li> <li>○ food and fluid refusal;</li> <li>○ safeguarding; and</li> <li>○ drug supply reduction.</li> </ul>	Implementation

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REFERENCE	REQUIREMENT	IMPLEMENTATION or TRANSITION
Schedule 2 Para 2.3.6 Para. 9	Provide a visits policy which will includes child welfare procedures, procedures for managing access to social media visits, Closed Visits and banned visits.	Implementation
Schedule 2 Para. 15.3.1 (j)	Provide IT policy outlining principles and procedures for use of Supplier IT for Detainees, staff and onsite Authority staff.	Implementation
General - Exit Management	Provide an Exit Plan which shall incorporate the requirements as set out in Schedule 25 ( <i>Exit Management</i> ).	Implementation
General - Communications	Provide detailed Communications plan stakeholders.	Implementation

REDACTED

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ANNEX C: MILESTONE ACHIEVEMENT CERTIFICATE

To: [NAME OF SUPPLIER]

FROM: [NAME OF AUTHORITY]

[Date]

Dear ,

MILESTONE ACHIEVEMENT CERTIFICATE

Milestone: [*insert description of Milestone*]

We refer to the agreement (the “**Agreement**”) relating to the provision of the Services between the [*name of Authority*] (the “**Authority**”) and [*name of Supplier*] (the “**Supplier**”) dated [*date*].

We confirm that all the Deliverables relating to Milestone [*number*] have been completed successfully in accordance with this Milestone.

You may now issue an invoice in respect of the Milestone Payment associated with this Milestone in accordance with the provisions of Schedule 15 (*Charges and Invoicing*).

Yours faithfully

[Name]

[Position]

acting on behalf of [*Authority*]

**ANNEX D: SERVICE TRANSFER AGREEMENT**

**1. GENERAL**

- 1.1 It is recognised by all parties that effective transfer of the Services is the responsibility of the Appointed Supplier and Former Supplier (where applicable).
- 1.2 Effective co-operation between all parties is essential to achieve the effective transfer of the Service.
- 1.3 This Service Transfer Agreement details the basic terms of co-operation by which all parties agree to abide in order to achieve effective transfer of the Service.
- 1.4 This Service Transfer Agreement is in addition to any specific obligation covered elsewhere within the contracts between the Authority and the Supplier and Former Supplier. Where an obligation/term detailed elsewhere within the contract contradicts this Service Transfer Agreement, then that obligation/term shall take precedence.

**2. FORMER SUPPLIER, WHERE APPLICABLE**

- 2.1 The Former Supplier agrees to co-operate with the Supplier and the Authority to effect the smooth transfer of the Services, including the timely, detailed, and accurate provision of information as required.
- 2.2 The Former Supplier agrees to provide a principle point of contact, for the Supplier, and the Authority, who has responsibility for exit management activities and the authorisation to make decisions binding upon the Former Supplier.
- 2.3 The Former Supplier agrees to make relevant staff available to facilitate the smooth transfer of the Service. This includes but is not limited to making staff available for meetings with the Supplier and/or the Authority and responding in a timely manner to all forms of communication.
- 2.4 The Former Supplier agrees that if specific working groups are established the Former Supplier will provide suitable, experienced staff, with the authorisation to make decisions to participate within these working groups
- 2.5 The Former Supplier agrees to develop and abide by a communication strategy with the other parties in respect of the transfer of the Service.
- 2.6 The Former Supplier agrees to consider reasonable requests from the Supplier to communicate with existing staff, and where such requests are granted to facilitate this communication.
- 2.7 The Former Supplier agrees to provide such facilities as required by the Supplier to facilitate Service handover, where such provision is feasible and reasonable.
- 2.8 The Former Supplier agrees to provide site access, where such provision is feasible, reasonable and sufficient notice has been provided by the Supplier. This would include, but not be limited to:
  - (a) Access to the site;

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- (b) Office Space;
  - (c) Access to plant/machinery; and
  - (d) Data and records.
- 2.9 The Former Supplier agrees to provide updated, accurate information to the Appointed Supplier as soon as any change/issue is identified. This information would include, but not be limited to:
- (a) Notification of changes to the TUPE list or other required TUPE information (for example staff resigning or being retained by the Former Supplier).
  - (b) Any maintenance issues that have occurred and will not be fully rectified by contract handover.
  - (c) Changes to assets being transferred (including updated Maintained Asset Register).
- 2.10 The Former Supplier agrees that it will not undertake any action that will have an adverse effect upon the performance of its contract with the Authority.

### **3. APPOINTED SUPPLIER**

- 3.1 The Appointed Supplier agrees to co-operate with the Authority to effect the smooth transfer of the Services, including the timely, detailed and accurate provision of information as required.
- 3.2 The Appointed Supplier agrees to provide a principle point of contact, for the Authority, who has responsibility for implementation and transition, and the authorisation to make decisions binding upon the Appointed Supplier.
- 3.3 The Appointed Supplier agrees to make relevant staff available to facilitate the smooth transfer of the Service. This includes but is not limited to making staff available for meetings with the Authority and responding in a timely manner to all forms of communication.
- 3.4 The Appointed Supplier agrees that if specific working groups are established the Appointed Supplier will provide suitable, experienced staff, with the authorisation to make decisions to participate within these working groups.
- 3.5 The Appointed Supplier agrees to develop and abide by a communication strategy with the other parties in respect of the transfer of the Services.
- 3.6 The Appointed Supplier agrees to abide by any reasonable restriction placed upon it by the Authority in respect of, but not limited to:
- (a) Communication with staff
  - (b) Site access
- 3.7 The Appointed Supplier agrees that it will not undertake any action that will have an adverse effect upon the performance of its contract with the Authority.

### **4. THE AUTHORITY**

- 4.1 The Authority agrees that whilst it is recognised by all parties that effective transfer of

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the Services is the responsibility of the Appointed Supplier, the Authority has a key liaison role in the process including, but not limited to;

- (a) Mediating issues between the Appointed Supplier and Former Supplier.
- (b) Escalating issues which cannot be resolved by mediation with the other parties' senior management, to gain resolutions.
- (c) Chairing tripartite meetings (if required).
- (d) Facilitating the provision of information from either the Appointed Supplier or Former Supplier, where such information has not been made readily available.
- (e) Contributing to the maintenance of the handover process.

4.2 The Authority agrees to make relevant staff available to facilitate the smooth transfer of the Service. This includes but is not limited to making staff available for meetings with the Appointed Supplier, and responding in a timely all forms of communication.

4.3 The Authority agrees to provide updated, accurate information to the Appointed Supplier in relation to any issue which may affect contract mobilisation or exit management activities.



**ANNEX E – INITIAL FURNITURE, FIXTURES AND EQUIPMENT KIT LIST**

(TO BE PROVIDED BY THE AUTHORITY AND AGREED FROM SERVICE  
COMMENCEMENT DATE – SEE SEPARATE ANNEX)