



Department
for Transport

Bid Pack

Attachment 3 – Specification

Annex E – Mobilisation Plan and Testing

Department for Transport

Further competition under Lot 1c of Facilities Management & Workplace Services RM6232

1. Definitions

For the purposes of this section of the Scope, the following words and expressions shall have the meaning set out below:

" Full Service Commencement Date"	the first day following the end of the Mobilisation Period;
“Draft Mobilisation Plan”	Each draft Mobilisation Plan: <ul style="list-style-type: none"> • must contain information at the level of detail necessary to manage the Mobilisation stage effectively and as the Buyer may otherwise require; and • shall take account of all dependencies known to, or which should reasonably be known to, the Supplier.
“Satisfaction Certificate”	The Satisfaction Certificate will be issued by the Client upon the completion of a milestone or other relevant activity and will allow the Service Provider to apply for payment in line with the terms and conditions of the contract. The format for the certificate is enclosed in Appendix 2 to this document.

2. Client Security requirements before the Contract Date

- 2.1 The *Service Provider* shall note that it is incumbent upon it to understand the lead-in period for security clearances and ensure that all *Service Provider* Staff and Subcontractors have the necessary security clearance, as detailed in building packs for each site, in place before the Contract Date. The *Service Provider* shall ensure that this is reflected in their Mobilisation Plans.
- 2.2 The *Service Provider* shall ensure that all *Service Provider* Staff and Subcontractors do not access the *Client’s* IT systems, or any IT systems linked to the *Client*, unless they have satisfied the *Client’s* security requirements [as detailed in Attachment 3 (Specification) - Annex D (Cyber Essentials Plus).
- 2.3 The *Service Provider* shall be responsible for providing all necessary information to the *Client* to facilitate security clearances for *Service Provider* Staff and Subcontractors in accordance with the *Client’s* requirements.
- 2.4 The *Service Provider* shall provide the names of all *Service Provider* Staff and Subcontractors and inform the *Client* of any alterations and additions as they take place throughout the Service Period.
- 2.5 The *Service Provider* shall ensure that all *Service Provider* Staff and Subcontractors requiring access to the Affected Property have the appropriate security clearance. It is the *Service Provider’s* responsibility to establish whether or not the level of clearance will be sufficient for access. Unless prior

approval has been received from the *Client*, the *Service Provider* shall be responsible for meeting all costs associated with the provision of security cleared escort services.

- 2.6 If a property requires *Service Provider* Staff or Subcontractors to be accompanied by the *Service Manager* for the relevant Business Unit notified to the *Service Provider* in accordance with the contract, the *Client* must be given reasonable notice of such a requirement, except in the case of emergency access.

3. Mobilisation Plan

- 3.1 The Mobilisation Period will be a nine (9) Month period.
- 3.2 During the Mobilisation Period, the incumbent *Service Provider* shall retain full responsibility for all existing services until the Full Service Commencement Date or as otherwise formally agreed with the *Client*. The *Service Provider's* full-service obligations shall formally be assumed on the Full Service Commencement Date.
- 3.3 In accordance with the Mobilisation Plan, the *Service Provider* shall:
- 3.3.1 work cooperatively and in partnership with the *Client*, incumbent supplier, and other Framework Supplier(s), where applicable, to understand the scope of service to ensure a mutually beneficial handover of the service. This will include ways of working which are mutually beneficial, collaboratively and mutually respectful with a view to achieving a positive outcome for all parties involved;
 - 3.3.2 work with the incumbent *Service Provider* and *Client* to assess the scope of the services and prepare a plan which demonstrates how they will mobilise the service; and
 - 3.3.3 liaise with the incumbent *Service Provider* to enable the full completion of the Mobilisation Period activities.
- 3.4 The Mobilisation Plan will include detail as per Annex A of this document including but not limited to:
- 3.4.1 how the *Service Provider* will work with the incumbent *Service Provider* and the *Service Manager* to capture and load up information such as asset data; and
 - 3.4.2 a communications plan, to be produced and implemented by the *Service Provider*, but to be agreed with the *Service Manager*, including the frequency, responsibility for and nature of communication with the *Service Manager* and end users of the service.
- 3.5 In addition, the *Service Provider* shall:
- 3.5.1 comply with all requirements as stated within Annex A of this document;
 - 3.5.2 appoint a *Service Provider* authorised representative who shall be responsible for the management of the Mobilisation Period, to

- ensure that the Mobilisation Period is planned and resourced adequately, and who will act as a point of contact for the *Service Manager*. This *Service Provider* authorised representative will be supported by a team of specialists to enable the mobilisation;
- 3.5.3 mobilise all the service specified in the Scope within the contract;
- 3.5.4 produce a Mobilisation Plan report for each Affected Property to encompass programmes that will fulfil all the *Client's* and Business Units' obligations to landlords and other tenants:
- (a) the format of mobilisation reports and programmes shall be in accordance with the *Client's* requirements and particular attention shall be paid to establishing the operating requirements of the occupiers when preparing these programmes which are subject to the *Service Manager's* approval; and
 - (b) the *Service Provider* and *Service Manager* shall use reasonable endeavours to agree the contents of the report but if they are unable to agree the contents within the timescales shown within Annex A of this document, then such dispute shall be resolved in accordance with the contract.
- 3.5.5 manage and report progress to the *Service Manager* against the Mobilisation Plan in accordance with Annex A of this document. Reporting should focus on providing key metrics and data with commentary by exception and be in a summary format to be agreed with the *Service Manager*;
- 3.5.6 construct and maintain a mobilisation risk and issue register in conjunction with the *Client* detailing how risks and issues will be effectively communicated to the *Client* in order to mitigate them;
- 3.5.7 organise and attend progress meetings in accordance with Annex A of this document, in accordance with the *Client's* requirements during the Mobilisation Period. Mobilisation meetings shall be chaired by the *Service Manager* or the *Service Provider* as directed by the *Service Manager* and all meeting minutes shall be kept and published by the *Service Provider* unless otherwise directed by the *Client*; and
- 3.5.8 ensure that all risks associated with the Mobilisation Period are minimised to ensure a seamless change of control between incumbent *Service Provider* and the *Service Provider*.

Annex A: Mobilisation Plan

The Mobilisation Plan is set out below and the Milestones to be Achieved are identified below.

When developing the plan, the *Service Provider* is to note that the *Client* is composed of 9 (nine) individual authorities all of whom must have the needs of their organisation and facilities reflected in all applicable aspects of the plan.

When preparing the document, the *Service Provider* should note the different needs, locations and attributes of the individual buildings which range from small specialist facilities to large head office facilities. Details of the estate can be found in Attachment 3 (Specification) - Annex B (Deliverables Matrix) with individual building details in the building packs for each building

For reference, the “**Full Service Commencement Date**” is the first day following the end of the Mobilisation Period;

M1 Mobilisation Governance

M1.1 Mobilisation Programme

Overview and purpose

The *Service Provider* will produce a detailed Gantt chart to show the key stages of the mobilisation process up to and including project commencement. It should allow for full service delivery at day one without confusion or delay. The document must be able to be read and filtered on Microsoft Excel

Key deliverable

The programme will include, but not be limited to:

- All tasks (including all sections in this document), their duration and their owners
- The ability to track progress against planned timescales
- The critical path for the mobilisation process

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M1.1.1	Production of draft mobilisation programme	With Tender Submission	0%
M1.1.2	Agreement of draft mobilisation plan with <i>Client</i> (including updates as required)	Contract Date plus 4 weeks	10%
M1.1.3	Update and review of programme including progress throughout the mobilisation period	End of mobilisation period	50%
M1.1.4	Lead the development and completion of workstream charters with the <i>Client</i> to summarise the requirements of each workstream	Contract Date plus 4 weeks	10%
M1.1.5	Production of mobilisation risk register	With Tender Submission	0%
M1.1.6	Update and review of the mobilisation risk register throughout the mobilisation period	End of mobilisation period	30%

Payment

The activity will account for **3%** of the overall mobilisation charge

M1.2 Mobilisation Team

Overview and purpose

The *Service Provider* will engage an experienced and professional team reporting to their Mobilisation Director (Lead) to ensure that all necessary roles are in place and staffed with suitable personnel to allow the Contract to commence with the required service quality at the Full Service Commencement Date

Key deliverables

The requirement for the mobilisation team will include, but not be limited to:

- A detailed organisation chart showing all team members, their roles and reporting lines (including how they will interface with the individual Business Units within the *Client* organisation)
- Outline CVs for mobilisation team members showing relevant experience and knowledge
- A schedule of availability for staff showing the time they will be dedicated to the project
- Contingency plans for any staff absence or contingency planning needs
- Details of how staff continuity will be maintained wherever possible so that continuity is maintained throughout the mobilisation period (no staff may be swapped out without the agreement of the *Client*)
- The production and management of a RACI document showing key personnel and roles including expectations from the DfT

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M1.2.1	Production of draft organisation chart	With tender submission	0%
M1.2.2	Provision of outline CVs for mobilisation team members	With tender submission	0%

Milestone Ref	Milestone	Due Date	% Milestone Payment
M1.2.3	Agreement of draft organisation chart and staff suitability with the <i>Client</i>	Contract Date plus 4 weeks	30%
M1.2.4	Update and review of the organisation chart throughout the mobilisation period not less than weekly	Throughout the mobilisation period	45%
M1.2.5	Staff absence and contingency planning methodology	With tender submission	0%
M1.2.6	Approach to maintaining staff continuity throughout the mobilisation period	With tender submission	0%
M1.2.7	Development of draft mobilisation RACI	With tender submission	0%
M1.2.8	Agreement of draft Mobilisation RACI with <i>Client</i>	Contract Date plus 4 weeks	10%
M1.2.9	Update and review of the Mobilisation RACI throughout the mobilisation period	End of mobilisation period	15%

Payment

The activity will account for **4%** of the overall mobilisation charge

M1.3 Meetings, Reporting and Communications

Overview and purpose

The *Service Provider* will positively engage with the *Client* throughout the mobilisation period to ensure that the *Client* is up to date with progress through the mobilisation period

Key deliverables

The key deliverables will include, but not be limited to:

- The development of a schedule of mobilisation meetings including but not limited to:
 - Mobilisation team meetings (not less than weekly) with both the core project mobilisation team and individual business units
 - Senior management mobilisation meetings
 - Regular workstream meetings
- The arrangement of all meetings for all authorities within the *Client* both individually and collectively, including schedules and agenda development
- The design, production and delivery of reports to show progress and highlight mobilisation progress and issues (not less than weekly)
- Production of ad-hoc reports during mobilisation as required (likely average of 3 per month in addition to freedom of information requests, ministerial requests and other statutory requests).

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M1.3.1	Production of draft mobilisation meeting schedule	With tender submission	0%
M1.3.2	Agreement of mobilisation meeting schedule with <i>Client</i>	Contract Date plus 4 weeks	15%
M1.3.3	Arrangement and management of meetings at agreed frequencies throughout the mobilisation period	End of mobilisation period	25%
M1.3.4	Development of mobilisation report template, format and frequencies	With tender submission	0%
M1.3.5	Agreement of mobilisation report template and format with the <i>Client</i>	Contract Date plus 4 weeks	15%
M1.3.6	Production and delivery of reports at agreed frequencies throughout the mobilisation period	End of mobilisation period	25%
M1.3.7	Production of draft mobilisation communication plan for internal (within DfT) and external stakeholders (outside DfT)	With tender submission	0%
M1.3.8	Agreement of communication plan with <i>Client</i>	Contract Date plus 4 weeks	10%
M1.3.9	Delivery of agreed communication plan throughout the mobilisation period	End of mobilisation period	10%

Payment

The activity will account for **3%** of the overall mobilisation charge

M2 Asset Management

M2.1 Asset and Site Validation

Overview and purpose

During the mobilisation phase the *Service Provider* will be responsible for the review and update of all asset lists provided with this document so that they contain accurate information regarding the assets within the estate and fill gaps which currently exist.

The *Service Provider* should note that a small number of sites are in remote locations which may be difficult to access and may only be accessed by use of ferry and / or 4x4 transport

Key deliverables

The asset validation programme will include, but not be limited to:

- A plan for the validation of all assets (including furniture) at **all** 877 sites within the estate (including remote locations). A site list can be found in Attachment 3 (Specification) - Annex B (Deliverables Matrix).
- A protocol for providing a minimum of 1 full working days' notice prior to visiting a site and a contingency approach for when access is not possible for operational reasons (access will not be unreasonably withheld), bad weather or transport issues. The *Service Provider* should note that some business units and locations have specific security and induction requirements that may take time to complete and significant liaison will be required. Details of key liaison points are contained in the building packs for each individual building
- The development and agreement of a template for the collection and storage of asset data (this is to be used for regular data backups)
- The tagging of all assets (including furniture) using a QR code which can be used beyond the life of the Contract with the data gathered
- The provision of asset validation and tagging progress reports to the *Client* not less than weekly throughout the mobilisation period
- The immediate reporting of any areas where an immediate or serious risk is identified to the nominated person within the *Client* organisation so that it can be made safe

- The immediate reporting of any areas where a statutory non-compliance risk is identified to the nominated person within the *Client* organisation so that it can be made safe
- The validation that building logbooks are present, complete and up to date
- The taking of representative digital photographs of the building for inclusion in the relevant building information section of the CAFM system for access through the *Client* Portal
- Consider landlord responsibilities so that only assets which are the responsibility of the *Client* are managed and asset tagged. Details of leases and other arrangements can be found in the building packs for each individual building
- A full signage review is to be carried out as part of the asset review and any issues or non-compliances reported to the *Client*

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M2.1.1	Production of draft asset validation and tagging programme (to include the update of log books and taking of photographs)	With tender submission	0%
M2.1.2	Agreement of asset validation programme with <i>Client</i> (including tag format and updates as required)	Contract Date plus 4 weeks	30%
M2.1.3	Tag all assets with a QR code. Assets are defined as individual assets and not asset groups.	4 weeks before Full Service Commencement Date	30%

Milestone Ref	Milestone	Due Date	% Milestone Payment
M2.1.4	Validate that all site log books are in place and update and or replace as necessary	2 weeks before Full Service Commencement Date	15%
M2.1.5	Take representative photographs of the building and upload on the CAFM system	2 weeks before Full Service Commencement Date	5%
M2.1.6	Produce recommendations and costs for the update of drawings. The <i>Service Provider</i> should note that they will be responsible for all updates not identified at this point at their own expense	2 weeks before Full Service Commencement Date	5%
M2.1.7	Update and review of programme including progress throughout the mobilisation period not less than weekly	End of mobilisation period	15%

Payment

The activity will account for **8%** of the overall mobilisation charge

M2.2 Statutory Compliance and Risk

Overview and purpose

During the mobilisation phase the *Service Provider* will validate that the buildings and assets that they are responsible for maintaining are compliant with current legislation to allow the *Client* to either rectify the situation prior to the Full Service Commencement Date or to determine a plan for rectification with the *Service Provider* at the *Client's* discretion.

Any non-compliance will be noted to the *Service Manager* as soon as possible and not later than 24 hours from discovery.

Key deliverables

The asset validation programme will include, but not be limited to:

- The immediate reporting of any areas where a statutory non-compliance or risk or statutory non-compliance is identified to the nominated person within the *Client* organisation so that it can be made safe and compliant
- The immediate reporting of any areas where an immediate or serious risk is identified to the nominated person within the *Client* organisation so that it can be made safe

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M2.2.1	Production of draft statutory compliance and risk assurance plan	With tender submission	0%
M2.2.2	Agreement of statutory compliance and risk assurance plan with <i>Client</i> (including updates as required)	Contract Date plus 4 weeks	40%
M2.2.3	Production of formal non-compliance report (any non-compliances to be informed immediately)	4 weeks before Full Service Commencement Date	30%
M2.2.4	Production of formal risk report (any non-compliances to be informed immediately)	4 weeks before Full Service Commencement Date	30%

Payment

The activity will account for **6%** of the overall mobilisation charge

M2.3 Ongoing Asset Management Planning

Overview and purpose

During the mobilisation phase the *Service Provider* will develop plans that allow the buildings to be maintained to a suitable condition, as per the specifications set out in Attachment 3 (Specification) - Annex A (Standards and Processes). For the avoidance of doubt, these will be living documents which will evolve and develop over the life of the Contract as assets, requirements and legislation changes demand.

Key deliverables

The asset validation programme will include, but not be limited to:

- The development of a draft forward maintenance plan which complies with the requirements of SFG20 for agreement and review by the *Client*
- The development of a capital replacement report recommending any assets that need immediate replacement
- The development of a spares and parts supply methodology to minimise asset downtime due to parts non-availability
- All plans must have due consideration of critical assets

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M2.3.1	Production of a draft forward maintenance plan (including identification of and reference to critical assets)	With tender submission	0%
M2.3.2	Agreement of initial forward maintenance plan with <i>Client</i> (including updates as required)	4 weeks before Full Service Commencement Date	30%

Milestone Ref	Milestone	Due Date	% Milestone Payment
M2.3.3	Production of a draft process for the update and review of the forward maintenance plan	With tender submission	10%
M2.3.4	Production of a draft capital replacement plan	With tender submission	0%
M2.3.5	Agreement of initial capital replacement plan with <i>Client</i> (including updates as required)	4 weeks before Full Service Commencement Date	20%
M2.3.6	Production of a draft process for the update and review of the capital replacement plan	With tender submission	10%
M2.3.7	Production of a draft spares and parts supply plan	With tender submission	0%
M2.3.8	Agreement of initial spares and parts supply plan with <i>Client</i> (including updates as required)	4 weeks before Full Service Commencement Date	15%
M2.3.9	Provide details of the Change control systems that will be implemented for changed or added assets installed through the billable works of the X27 task order process	4 weeks before Full Service Commencement Date	15%

Payment

The activity will account for **6%** of the overall mobilisation charge

M3 People and Staffing

M3.1 Staffing and Recruitment Plan

Overview and purpose

The *Service Provider* will produce a detailed plan which will show how they will provide sufficient staff with the right skills and attributes to deliver the right levels of service to the *Client* and the Business Units within it.

Staffing and recruitment shall be in accordance with Clause 22 of the Contract

Key deliverables

The plan will include, but not be limited to:

- How staff will be recruited
- How existing staff will be integrated into the Contract
- Minimum staffing levels by site and key roles (including Contract management)
- Mitigation strategies for roles that cannot be permanently filled at the Full Service Commencement Date
- Approach to providing cover when key staff are not available
- Staffing is fully compliant with the *Client's* Social Value requirements (as per Work Package C set out in the Scope) including, but not limited to:
 - Steps that will be taken to recruit people from disadvantaged communities and sectors as well as local communities
 - Reasonable adjustments that will be made to facilitate the recruitment of people with disabilities, including hidden disabilities, where applicable

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M3.1.1	Production of draft staffing and recruitment plan (including organisation charts)	With tender submission	0%
M3.1.2	Agreement of draft staffing and recruitment plan with <i>Client</i> (including updates as required)	Contract Date plus 4 weeks	30%
M3.1.3	Provision of regular updates on recruitment progress throughout the mobilisation process not less than weekly	End of mobilisation period	20%
M3.1.4	Execution of staffing plan to provide sufficient personnel to allow the service to commence to the specified standard (to include contingencies for staff who have elected not to transfer under TUPE)	End of mobilisation period	50%

Payment

The activity will account for **3%** of the overall mobilisation charge

M3.2 Staff Training Plan

Overview and purpose

The *Service Provider* will produce a detailed plan which will show how they will provide sufficient staff with training that will enable them to deliver at both the beginning of the Contract and throughout its life

Key deliverables

The plan will include, but not be limited to:

- Training requirements for roles identified in the organisation charts
- Plan for the delivery of essential training before the Full Service Commencement Date to allow service delivery to the required standard
- On-going personal training and development plans for all staff dedicated to the Contract
- Site and organisation specific training needs as identified by the *Service Manager* or contained within the building packs for each building

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M3.2.1	Production of draft training plan	With tender submission	0%
M3.2.2	Agreement of draft training plan with <i>Client</i> (including updates as required)	Contract Date plus 4 weeks	30%
M3.2.3	Delivery of training needed before the Full Service Commencement Date to allow Contract obligations to be fulfilled	End of mobilisation period	40%
M3.2.4	Provision of regular updates on training progress throughout the mobilisation process not less than weekly	End of mobilisation period	10%
M3.2.5	Process for the delivery of individual training and development plans for all staff dedicated to the Contract All plans are to be prepared within 90 days of an employee's allocation to the Contract and reviewed not less than annually	4 weeks before Full Service Commencement Date	20%

Payment

The activity will account for **2.3%** of the overall mobilisation charge

M3.3 TUPE Management Plan

Overview and purpose

The *Service Provider* will produce a detailed plan which will manage the transfer and embedding of personnel under TUPE in a way that is both legally compliant and delivers a positive experience for the individuals involved which supports service delivery to the required standard

When preparing the TUPE management plan the *Service Provider* is to consider the following documents:

- The information provided within RM6232 Attachment 6 TUPE Information Capture Template v1.0
- The information and methodologies outlined in RM6232 Call-Off Schedule 28 - TUPE Surcharge v1.0

Key deliverables

The plan will include, but not be limited to:

- The approach to delivering TUPE overall
- Approach to validating transfer eligibility
- Understanding of changes to working practices and / or locations for individuals
- Potential redundancies and their rationale
- Engagement with unions and trade bodies
- Planning of logistics associated with the induction and incorporation of existing staff e.g., 1 to 1 meetings and the approach to questions and answers. For reference, the *Service Provider* cannot assume the availability of meeting space and these will be provided at the discretion of the relevant Business Unit and must be requested in advance

- Assessment of TUPE costs with full justification for all costs anticipated (full costs to be confirmed after the Full Service Commencement Date and will be subject to audit and validation by the *Client*)

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M3.3.1	Production of draft TUPE management plan	With tender submission	0%
M3.3.2	Agreement of draft TUPE management plan with <i>Client</i> (including updates as required)	Contract Date plus 4 weeks	40%
M3.3.3	Production of initial TUPE cost estimate based on data provided with the tender documents	With tender submission	0%
M3.3.4	Provision of regular updates on TUPE progress throughout the mobilisation process (including TUPE Cost estimates) not less than weekly	End of mobilisation period	20%
M3.3.5	Produce TUPE cost report at end of mobilisation period for review and audit by the <i>Client</i> to allow steps for settlement to be made post mobilisation	End of mobilisation period	40%

Payment

The activity will account for **3.8%** of the overall mobilisation charge

M3.4 Security Clearances, Permits to Work and Site Inductions

Overview and purpose

Many locations within the estate have special access requirements relating to security or safety which will impact on who can work in a given location therefore it is essential that these are in place so that service can be carried out to the required standard from the Full Service Commencement Date.

The *Service Provider* should note that the British Transport Police (BTP) have enhanced security requirements and the need for bespoke permits to work on Network Rail due to the inherent risks posed by the operational rail environment.

Details of all security, permit to work and site induction (where needed before the Full Service Commencement Date) requirements can be found in the building packs for each individual building.

Key deliverables

The plan will include, but not be limited to:

- A plan for the gaining of security clearances necessary to allow service delivery to the required standard
- On-going plan for the maintenance of security clearances for staff working on the Contract
- A plan for the gaining of work permits to allow service delivery to the required standard
- On-going plan for the maintenance of work permits for staff working on the Contract
- A plan for the completion of site inductions where they are required before the Full Service Commencement Date

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M3.4.1	Production of draft security clearance plan	With tender submission	0%
M3.4.2	Agreement of draft security clearance plan with <i>Client</i> (including updates as required)	Contract Date plus 4 weeks	10%

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Milestone Ref	Milestone	Due Date	% Milestone Payment
M3.4.3	Obtaining of all necessary security clearances before the Full Service Commencement Date to allow Contract obligations to be fulfilled	End of mobilisation period	20%
M3.4.4	Provision of regular updates on security clearance progress throughout the mobilisation process not less than weekly	End of mobilisation period	5%
M3.4.5	Production of draft permit to work plan	With tender submission	0%
M3.4.6	Agreement of draft permit to work plan with <i>Client</i> (including updates as required)	Contract Date plus 4 weeks	10%
M3.4.7	Obtaining of all necessary permits to work before the Full Service Commencement Date to allow Contract obligations to be fulfilled	End of mobilisation period	20%
M3.4.8	Provision of regular updates on the progress of gaining permits to work throughout the mobilisation process not less than weekly	End of mobilisation period	5%
M3.4.9	Production of draft site induction plan	With tender submission	0%
M3.4.10	Agreement of draft site induction plan with <i>Client</i> (including updates as required)	Contract Date plus 4 weeks	10%
M3.4.11	Completion of all necessary site inductions before the Full Service Commencement Date to allow Contract obligations to be fulfilled	End of mobilisation period	15%
M3.4.12	Provision of regular updates on site induction progress throughout the mobilisation process not less than weekly	End of mobilisation period	5%

Payment

The activity will account for **3.8%** of the overall mobilisation charge

M3.5 Equipment Resourcing Plan

Overview and purpose

The *Service Provider's* team, whether in management or delivery roles needs to have the right resources to deliver their roles. This includes but is not limited to:

- Technology, including but not limited to, phones and laptops where appropriate
- Transport, including but not limited to, cars, vans and 4x4s where appropriate
- Tools and equipment including training on how they should be used
- Any other equipment needed for the effective delivery of the Contract

All items provided must be compliant with all relevant legislation in terms of both provision and use

Key deliverables

The plans will include, but not be limited to:

- Details of what resources will be provided and when
- Contingencies for what happens as a result of late delivery of any item

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M3.5.1	Production of draft equipment resourcing plan	With tender submission	0%
M3.5.2	Production of final equipment resourcing plan (following engagement with the <i>Client</i> as required by the <i>Service Provider</i>). This may include the management of assets, which may be leased or owned, transferred to the <i>Service Provider</i> by the <i>Client</i> details of which will be advised by the <i>Service Manager</i> after the Contract Date	Contract Date plus 4 weeks	30%
M3.5.3	Delivery of items within the equipment resourcing plan in preparation for the Full Service Commencement Date (except where a specific exemption is agreed with the <i>Client</i>)	End of mobilisation period	60%
M3.5.4	Provision of regular updates on equipment resourcing progress throughout the mobilisation process not less than weekly	End of mobilisation period	10%

Payment

The activity will account for **2.3%** of the overall mobilisation charge

M4 Service Delivery

M4.1 Service Provider's Plans

Overview and purpose

Although the *service* is specified on an output basis with the aim being for the *Service Provider* being to use their knowledge and experience to deliver the service in a way that is able to maximise quality and value for the *Client* it is essential that the *service* is carried out in a way that provides a consistently high standard of service that meets the unique needs of the *Client*, their constituent organisations and their estate.

The *Service Provider's* Plans are to be developed in such a way as to consider the following at all times:

- Sustainability and how service delivery can contribute to decarbonisation
- Maximising social value within the Contract, the *Service Provider* and throughout their supply chain

This section supports section 31 of the Contract 'The *Service Provider's* Plan' and in particular the requirements to provide:

- A statement of how the *Service Provider* plans to do the work identifying the principal Equipment and other resources which will be used
- A statement of how the *Service Provider* plans to provide business continuity to continue to Provide the Service following an incident which disrupts its normal operations
- Other information which the Scope requires the *Service Provider* to show on a plan submitted for acceptance.

Key deliverables

The plans will include, but not be limited to:

- An individual *Service Provider's* Plan (playbook) for each service line as stated within Attachment 3 (Specification) and Attachment 3 (Specification) - Annex A (Standards and Processes). This will include reference to serving dangerous, remote and complex locations as appropriate
- Generic method statements for how each task will be carried out

- Details of proposed *Client* engagement on an operational level
- An approach to compliance with all current legislation and adapting to future legislation
- The catering service business plan including catering benchmarking
- Document update and review process

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M4.1.1	Production of first draft of the <i>Service Provider's</i> Plan	With tender submission	0%
M4.1.2	Agreement of the first draft of the <i>Service Provider's</i> Plan with the <i>Client</i> (including updates as required)	Contract Date plus 4 weeks	15%
M4.1.3	Development of final draft of the <i>Service Provider's</i> Plans for review with the <i>Client</i> (this will include an approach to maintaining statutory compliance)	Contract Date plus 16 weeks	20%
M4.1.4	Update and completion of the <i>Service Provider's</i> Plans including agreement with <i>Client</i> (excluding areas which have been agreed for completion post the Full Service Commencement Date)	4 weeks before the Full Service Commencement Date	40%
M4.1.5	Development and agreement of update and review process for the <i>Service Provider's</i> Plans	4 weeks before the Full Service Commencement Date	15%
M4.1.6	Provision of regular updates on <i>Service Provider's</i> Plan development progress throughout the mobilisation process not less than weekly	End of mobilisation period	10%

Payment

The activity will account for **5%** of the overall mobilisation charge

M4.2 Quality Plans

Overview and purpose

A key requirement of section 40 of the Contract is the requirement for the *Service Provider* to have a Quality Management System which covers the Contract and ensures that service delivery is carried out to a high standard.

A key part of this is to produce a Quality Policy Statement and a Quality Plan. These should be developed in a way that is specific to the needs of the Contract and the *Client* and the business units within it.

The suitability of the system will be determined by review by the *Client* and agreed at their discretion.

Key deliverables

The plans will include, but not be limited to:

- A clear, relevant and Contract specific Quality Policy Statement
- Details of how quality will be maintained throughout the life of the Contract
- Details of how quality will be improved throughout the life of the Contract

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M4.2.1	Production of draft Quality Policy Statement	With tender submission	0%
M4.2.2	Agreement of Quality Policy Statement with <i>Client</i> (including updates as required)	Contract Date plus 8 weeks	20%

Milestone Ref	Milestone	Due Date	% Milestone Payment
M4.2.3	Production of draft Quality Plan	With tender submission	0%
M4.2.4	Agreement of Quality Plan with <i>Client</i> (including updates as required)	Contract Date plus 4 weeks	15%
M4.2.5	Update and completion of Quality Plan including agreement with <i>Client</i>	4 weeks before the Full Service Commencement Date	40%
M4.2.6	Development and agreement of update and review process for the Quality Plan including Quality Policy Statement	4 weeks before the Full Service Commencement Date	10%
M4.2.7	Provision of regular updates on Quality Plan development progress throughout the mobilisation process not less than weekly	End of mobilisation period	15%

Payment

The activity will account for **3%** of the overall mobilisation charge

M4.3 Sustainability Management Plan

Overview and purpose

The *Service Provider* shall have a Sustainability Management System which covers the Contract and ensures that service delivery is carried out in a sustainable manner and aligns with the Government’s decarbonisation objectives.

The suitability of the system will be determined by review by the *Client* and agreed at their discretion.

The contract is a long-term contract and therefore over the life of the contract the *Service Provider* should work with the *Client* to enhance sustainability throughout the contract term and support the UK Strategic Sustainability Goals which are:

- People: ensuring good jobs and greater earning potential for all in our supply chains
- Places: creating prosperous communities across the UK
- Resources: using resources from nature more sustainably and efficiently
- Nature: thriving plants and wildlife
- Climate change: mitigating and adapting to climate change
- Minimising waste

Although all aspects of this are important, the *Service Provider* should note the inclusion of areas pertaining to decarbonisation and the increase in social value

Key deliverables

The plans will include, but not be limited to:

- A clear, relevant and Contract specific ‘Sustainability Policy Statement’
- Details of how sustainability will be maintained throughout the life of the Contract
- Details of how sustainability will be improved throughout the life of the Contract
- Supporting the people and communities they work for and within
- Supporting and providing opportunities for people from all sectors of the community
- Minimising environmental impacts including:
 - Pro-active steps towards decarbonisation
 - The reduction of waste volumes and move to zero waste to landfill
- Capture good practice from other *Clients* (both public and private sector)

- Develop a sustainable and caring operating culture
- Include a time-bound schedule of ‘guaranteed’ improvements if possible

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M4.3.1	Production of draft Sustainability Policy Statement	With tender submission	0%
M4.3.2	Agreement of Sustainability Policy Statement with <i>Client</i> (including updates as required)	Contract Date plus 8 weeks	20%
M4.3.3	Production of draft Sustainability Management Plan	With tender submission	0%
M4.3.4	Agreement of Sustainability Management Plan with <i>Client</i> (including updates as required)	Contract Date plus 4 weeks	15%
M4.3.5	Update and completion of Sustainability Management Plan including agreement with <i>Client</i>	4 weeks before the Full Service Commencement Date	40%
M4.3.6	Development and agreement of update and review process for the Sustainability Management Plan including Sustainability Policy Statement	4 weeks before the Full Service Commencement Date	15%
M4.3.7	Provision of regular updates on Sustainability Management Plan development progress throughout the mobilisation process not less than weekly	End of mobilisation period	10%

Payment

The activity will account for **4.5%** of the overall mobilisation charge

M4.4 Subcontractor Management

Overview and purpose

Although the *Service Provider* has sole responsibility for the delivery of service it is acknowledged that they will use Subcontractors for part of their service delivery at their discretion. It is essential that the *Service Provider* manages Subcontractors in a fair and ethical way that maintains both quality and value.

All subcontracting is to be carried out in accordance with the contract. The *Service Provider* must note that the requirements set out at paragraphs M4.4.1 and M4.4.4 are without prejudice to the provisions in the conditions of contract relating to subcontracting.

Key deliverables

The plans will include, but not be limited to:

- A schedule of all Subcontractors to be used with specific identification of Key Subcontractors
- Details of how Subcontractors will be selected (including reference to supporting local communities, using SMEs and enhancing social value overall)
- Details of how Subcontractors will be contracted

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M4.4.1	Production of schedule of proposed Subcontractors with specific identification of Key Subcontractors	With tender submission	0%

Milestone Ref	Milestone	Due Date	% Milestone Payment
M4.4.2	Details of Subcontractor selection processes	With tender submission	0%
M4.4.3	Written confirmation that all Subcontractors have been contracted using back-to-back terms and conditions in accordance with terms of the contract and will act in the spirit of mutual trust and cooperation (except where agreed otherwise with the <i>Service Manager, social enterprises and VCSEs who may not be in a position to accept the risk of the head contract but instead the FM Supplier will absorb this risk</i>).	4 weeks prior to the Full Service Commencement Date	40%
M4.4.4	Agreement of schedule of proposed Subcontractors with <i>Client</i> (except where a specific exemption is agreed with the <i>Client</i>)	4 weeks before the Full Service Commencement Date	40%
M4.4.5	Provision of regular updates on Subcontractor appointment progress throughout the mobilisation process not less than weekly	End of mobilisation period	20%

Payment

The activity will account for **3%** of the overall mobilisation charge

M4.5 Reporting

Overview and purpose

In order for the Contract to be managed in a fair and transparent manner that supports the quality of the estate and the service provided to it, the *Service Provider* will need to provide management information at the required frequencies as per Attachment 3 (Specification) - Annex H (Transparency Reports).

For reference, online reporting in real time is required unless specifically agreed with the *Client*.

Key deliverables

The reporting plan will include, but not be limited to:

- *Service Provider* review of reporting proposed and recommendation of proposed enhancements
- Preparation of draft reports and proposed frequencies
- The methodology for gaining report data (including, but not limited to, measuring Contract performance (i.e., surveys, *Client* feedback etc...)
- Agreement of report format and distribution frequencies

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M4.5.1	Schedule of draft reports	With tender submission	0%
M4.5.2	Agreement of schedule of draft reports (including updates as required)	Contract Date plus 4 weeks	10%
M4.5.3	Production of suite of draft reports for review by the <i>Client</i> including proposed distribution frequencies	Contract Date plus 12 weeks	25%
M4.5.4	Agreement of draft reports with <i>Client</i> (including updates as required)	8 weeks before the Full Service Commencement Date	40%
M4.5.5	Report production tools and mechanisms enabled and tested so that report production and distribution can commence on the Full Service Commencement Date	4 weeks before the Full Service Commencement Date	25%

Payment

The activity will account for **3%** of the overall mobilisation charge

M4.6 Branding and Presentation

Overview and purpose

The *Client* requires the *service* to be delivered in a professional manner throughout and this includes the way that the *service* is branded and presented and includes, but is not limited to:

- Uniforms for non-management personnel
- Signage for use on the Contract (temporary and permanent)
- Vans and other transport

All signage must comply with legal requirements and be prepared with full consideration of Health and Safety (Safety Signs and Signals) Regulations 1996 and the Equality Act 2010 or any superseding legislation as appropriate.

All uniforms must consider the Personal Protective Equipment Regulations 2002 or any superseding legislation as appropriate.

Key deliverables

The plans will include, but not be limited to:

- A branding plan / handbook
- A brand implementation plan

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M4.6.1	Production of draft branding plan	With tender submission	0%
M4.6.2	Agreement of draft branding plan with <i>Client</i> (including updates as required)	Contract Date plus 4 weeks	30%
M4.6.3	Delivery of branding materials in preparation for the Full Service Commencement Date (except where a specific exemption is agreed with the <i>Client</i>)	End of mobilisation period	60%
M4.6.4	Provision of regular updates on branding progress throughout the mobilisation process not less than weekly	End of mobilisation period	10%

Payment

The activity will account for **3%** of the overall mobilisation charge

M5 Systems and Helpdesk

M5.1 CAFM System

Overview and purpose

The *Service Provider* will develop a CAFM system with the ability to present all information for all sites and service areas to the *Client* through a single portal in a user friendly and intuitive way which is simple and easy to use so that people can get the information they need when they need it.

For reference, the system will be the sole responsibility of the *Service Provider* and **all** data will be the property of the *Client*.

Key deliverables

The plans will include, but not be limited to:

- Implementation of the CAFM system in line with the *Client* specification Attachment 3 (Specification) and Attachment 3 (Specification) - Annex A (Standards and Processes).
- Development and customisation of the *Client* Portal
- Security compliance and testing including compliance with the requirements of ‘Cyber Essentials’
- Approach to data backup and provision to the *Client*
- Data upload
- Data update and validation policy
- Training of key personnel on how to use the system (on a ‘train the trainer’ basis)

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M5.1.1	Description of proposed system (including the <i>Client</i> portal)	With tender submission	0%
M5.1.2	Detailed proposed system implementation plan	With tender submission	0%
M5.1.3	Agreement of proposed system implementation plan with <i>Client</i> (including updates as required)	Contract Date plus 4 weeks	15%
M5.1.4	System implementation (including, but not limited to, operation, data integrity, data use, data update, data security (including Cyber Essentials compliance and external website white listing) and interfaces and interactions with other system tools, such as dynamic scheduling, real time reporting, remote monitoring systems etc.) completed and ready for testing with dummy data	12 weeks before the Full Service Commencement Date	15%
M5.1.5	System testing (including, but not limited to, operation, data integrity, data use, data update and data security (including external website white listing)) completed and system ready for use	6 weeks before the Full Service Commencement Date	15%
M5.1.6	Proposed approach to backing up data to the <i>Client</i> (backups to be not less than monthly)	With tender submission	0%
M5.1.7	Agreement of system for the routine provision of backups with the <i>Client</i>	12 weeks before the Full Service Commencement Date	10%

Milestone Ref	Milestone	Due Date	% Milestone Payment
M5.1.8	Training of key <i>Client</i> personnel completed	1 week before the Full Service Commencement Date	15%
M5.1.9	Data upload process completed successfully with validated accurate data	2 weeks before the Full Service Commencement Date	20%
M5.1.10	Provision of regular updates on system development and implementation progress throughout the mobilisation process not less than weekly	End of mobilisation period	10%

Payment

The activity will account for **10%** of the overall mobilisation charge

M5.2 Helpdesk

Overview and purpose

The aim of the *Service Provider* helpdesk is to provide a single point of contact for all issues, questions and queries regarding facilities management. It is therefore essential that it is fully operational from day one so that service users can gain full access to the *service* from day one of contract operation.

For reference, this section relates to helpdesk systems only:

- Staffing and resourcing is covered in section M3 of this document (People and Staffing)
- Reporting is covered in section M4 of this document (M4.3 – Reporting)

Key deliverables

The reporting plan will include, but not be limited to:

- Implementation of the helpdesk systems
- Implementation of the helpdesk infrastructure
- Training of helpdesk personnel including, but not limited to, customer service and task prioritisation
- Development and agreement of helpdesk scripts
- Communication planning to allow effective use of the helpdesk

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M5.2.1	Description of proposed helpdesk and systems	With tender submission	0%
M5.2.2	Detailed proposed helpdesk implementation plan	With tender submission	0%
M5.2.3	Agreement of proposed helpdesk implementation plan with <i>Client</i> (including updates as required)	Contract Date plus 4 weeks	15%
M5.2.4	Helpdesk systems implementation (including, but not limited to, operation, data integrity, security and integration with the CAFM system as appropriate) completed and ready for testing with dummy data	8 weeks before the Full Service Commencement Date	15%
M5.2.5	Helpdesk infrastructure implementation (including, but not limited to, office space and technology) completed and ready for testing with dummy data	4 weeks before the Full Service Commencement Date	15%

Milestone Ref	Milestone	Due Date	% Milestone Payment
M5.2.6	Training of key helpdesk personnel (including customer service training) completed	1 week before the Full Service Commencement Date	10%
M5.2.7	Helpdesk testing including the use of dummy data and calls	2 weeks before the Full Service Commencement Date	20%
M5.2.8	Development of proposed helpdesk scripts	8 weeks before the Full Service Commencement Date	5%
M5.2.9	Agreement of helpdesk scripts with <i>Client</i> (including updates as required)	4 weeks before the Full Service Commencement Date	10%
M5.2.10	Provision of regular updates on helpdesk implementation progress throughout the mobilisation process not less than weekly	End of mobilisation period	10%

Payment

The activity will account for **10%** of the overall mobilisation charge

M6 Business Continuity and Disaster Recovery

M6.1 Business Continuity

Overview and purpose

A Business Continuity Plan enables an organisation to continue during an incident.

This section should be considered in conjunction with Attachment 3 (Specification) - Annex J (Business Continuity and Disaster Recovery).

Instead of focusing on resuming operations after a failure or event or disaster a Business Continuity Plan aims to ensure that operations don't stop in the first place.

The *Service Provider* will be required to produce a Contract and facilities management specific Business Continuity Plan which both maintains required FM services and supports the overall Department Business Continuity Policy which can be found at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/9130/business-continuity-management-policy.pdf#:~:text=DfT%E2%80%99s%20BCM%20processes%20are%20intended%20to%20create%20and,agreed%20timescale%20and%20to%20an%20acceptable%20pre-defined%20level

Key deliverables

The production of a plan which includes, but is not limited to:

- Governance
- Impact Analysis
- Plans, measures, and arrangements for business continuity
- Readiness procedures
- Processes for regular update and review

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M6.1.1	Production of draft FM Business Continuity plan structure	With tender submission	0%
M6.1.2	Agreement of FM Business Continuity plan templates with <i>Client</i> (including updates as required)	Contract Date plus 4 weeks	10%
M6.1.3	Development of first draft of the FM Business Continuity Plan for review with the <i>Client</i> (this will include an approach to maintaining statutory compliance)	Contract Date plus 16 weeks	25%
M6.1.4	Update and completion of the FM Business Continuity Plan including agreement with <i>Client</i>	4 weeks before the Full Service Commencement Date	50%
M6.1.5	Provision of regular updates on FM Business Continuity Plan development progress throughout the mobilisation process not less than weekly	End of mobilisation period	15%

Payment

The activity will account for **3.5%** of the overall mobilisation charge

M6.2 Disaster Recovery

Overview and purpose

A disaster recovery plan enables operations to resume as soon as possible after an incident.

This section should be considered in conjunction with Attachment 3 (Specification) - Annex J (Business Continuity and Disaster Recovery).

The plan will only be required for use when a major incident has happened and therefore the hope and expectation is that it will not be used during the life of the Contract.

The *Service Provider* will be required to produce a Contract and facilities management specific disaster recovery plan which will facilitate the recommencement of FM services and supports the overall Department Business Continuity Policy which can be found at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/9130/business-continuity-management-policy.pdf#:~:text=DfT%E2%80%99s%20BCM%20processes%20are%20intended%20to%20create%20and,agreed%20timescale%20and%20to%20an%20acceptable%20pre-defined%20level

Key deliverables

The production of a plan which includes, but is not limited to:

- Aims and objectives
- Key personnel and resources
- Key Service Profiles
- Disaster Recovery Procedures
- Restoration Options Development Processes
- Processes for regular update and review

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M6.2.1	Production of draft FM Disaster Recovery Plan structure	With tender submission	0%
M6.2.2	Agreement of FM Disaster Recovery Plan templates with <i>Client</i> (including updates as required)	Contract Date plus 4 weeks	10%
M6.2.3	Development of first draft of the FM Disaster Recovery Plan for review with the <i>Client</i> (this will include an approach to maintaining statutory compliance)	Contract Date plus 16 weeks	25%
M6.2.4	Update and completion of the FM Disaster Recovery Plan including agreement with <i>Client</i>	4 weeks before the Full Service Commencement Date	50%
M6.2.5	Provision of regular updates on FM Disaster Recovery Plan development progress throughout the mobilisation process not less than weekly	End of mobilisation period	15%

Payment

The activity will account for **3.5%** of the overall mobilisation charge

M6.3 Systems and Data Recovery Plan

Overview and purpose

FM service delivery is of critical importance to the *Client* therefore it is of critical importance that the *Service Provider* minimises downtime and, in the event of failure, ensures that systems are up and running with minimised data loss as soon as possible.

This includes the use of back up data and the use of alternative systems, which may not be technology based, as appropriate.

Key deliverables

The production of a plan which includes, but is not limited to:

- Aims and objectives
- Key personnel and resources
- Data recovery procedures
- System recovery procedures
- Processes for regular update and review

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M6.3.1	Production of draft FM Systems and Data Recovery Plan structure	With tender submission	0%
M6.3.2	Agreement of FM Systems and Data Recovery Plan templates with <i>Client</i> (including updates as required)	Contract Date plus 4 weeks	10%
M6.3.3	Development of first draft of FM Systems and Data Recovery Plan for review with the <i>Client</i> (this will include an approach to maintaining data security compliance)	Contract Date plus 16 weeks	25%

Milestone Ref	Milestone	Due Date	% Milestone Payment
M6.3.4	Update and completion of FM Systems and Data Recovery Plan including agreement with the <i>Client</i>	4 weeks before the Full Service Commencement Date	50%
M6.3.5	Provision of regular updates on the FM Systems and Data Recovery Plan development progress throughout the mobilisation process not less than weekly	End of mobilisation period	15%

Payment

The activity will account for **3%** of the overall mobilisation charge

M7 Service Improvement

M7.1 Continuous Improvement

Overview and purpose

The Contract is a long-term contract and therefore over the life of the Contract the *Service Provider* can expect there to be a number of changes required to their services to continuously improve it to align to a number of factors including, but not limited to:

- Changes in statutory compliance
- Changes in customer requirements
- Advancements in technology
- Changes in accepted industry good practice
- Areas where the *Service Provider* can deliver more efficiently and effectively

Although the nature of these changes cannot be predicted in advance the *Service Provider* should have an approach and mechanism in place to capture and respond to them as they arise.

Key deliverables

The production of a plan which shows how they would respond to challenges including but not limited to:

- Reacting to organisational changes and their impacts on the *service*
- Reacting to external changes such as changes in legislation, departmental or government policy
- Supporting the DfT's goal of being an 'excellent department'
- Aligning with industry good practice including ISO41001 principles
- Pro-actively identify areas of improvement and enhancement
- React to stakeholder feedback (positive and negative)
- Capture good practice from other *Clients* (both public and private sector)

- Develop an ideas culture
- Include a time-bound schedule of ‘guaranteed’ improvements if possible

Key milestones

Milestone Ref	Milestone	Due Date	% Milestone Payment
M7.1.1	Production of draft Continuous Improvement Plan structure	With tender submission	0%
M7.1.2	Agreement of Continuous Improvement Plan structure with <i>Client</i> (including updates as required)	Contract Date plus 4 weeks	15%
M7.1.3	Development of first draft of Continuous Improvement Plan for review with the <i>Client</i>	Contract Date plus 16 weeks	20%
M7.1.4	Update and completion of the Continuous Improvement Plan including agreement with the <i>Client</i>	4 weeks before Full Service Commencement Date	50%
M7.1.5	Provision of regular updates on the Continuous Improvement Plan development progress throughout the mobilisation process not less than weekly	End of mobilisation period	15%

Payment

The activity will account for **3.5%** of the overall mobilisation charge

Appendix 1 – Milestone Payment Summary

Payment Overview

Milestone	Name	% of Mobilisation Fee
M1	Mobilisation Governance	10%
M2	Asset Management	20%
M3	People and Staffing	15%
M4	Service Delivery	20%
M5	Systems and Helpdesk	20%
M6	Business Continuity and Disaster Recovery	10%
M7	Service Improvement	5%
		100%

M1 Mobilisation Governance

Milestone Summary

Ref	% Milestone Score	% of Total Payment for Milestone	% of Milestone	% of Total Payment
M1.1	Mobilisation Programme	10%	30%	3.0%
M1.2	Mobilisation Team		40%	4.0%
M1.3	Meetings, Reporting and Communications		30%	3.0%
			100%	10%

M1.1 Mobilisation Programme

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M1.1.1	Production of draft mobilisation programme	With tender submission	30%	0%	0.0%
M1.1.2	Agreement of draft mobilisation plan with Client	Contract Date plus 4 weeks		10%	0.3%
M1.1.3	Update and review of programme	End of mobilisation period		50%	1.5%
M1.1.4	Lead the development and completion of workstream charters	Contract Date plus 4 weeks		10%	0.3%
M1.1.5	Production of mobilisation risk register	With Tender Submission		0%	0.0%
M1.1.6	Update and review of the mobilisation risk register	End of mobilisation period		30%	0.9%
				100%	3.0%

M1.2 Mobilisation Team

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M1.2.1	Production of draft organisation chart	With tender submission	40%	0%	0.0%
M1.2.2	Provision of outline CVs for mobilisation team members	With tender submission		0%	0.0%
M1.2.3	Agreement of draft organisation chart and staff suitability with client	Contract Date plus 4 weeks		30%	1.2%
M1.2.4	Update and review of the organisation chart	End of mobilisation period		45%	1.8%
M1.2.5	Staff absence and contingency planning methodology	With tender submission		0%	0.0%
M1.2.6	Approach to maintaining staff continuity	With tender submission		0%	0.0%
M1.2.7	Development of draft mobilisation RACI	With tender submission		0%	0.0%
M1.2.8	Agreement of draft mobilisation RACI with client	Contract Date plus 4 weeks		10%	0.4%
M1.2.9	Update and review of the mobilisation RACI	End of mobilisation period		15%	0.6%
					100%

M1.3 Meetings, Reporting and Communications

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M1.3.1	Production of draft mobilisation meeting schedule	With tender submission	30%	0%	0.0%
M1.3.2	Agreement of mobilisation meeting schedule with client	Contract Date plus 4 weeks		15%	0.5%
M1.3.3	Arrangement and management of meetings at agreed frequencies	End of mobilisation period		25%	0.8%
M1.3.4	Development of mobilisation report template, format and frequencies	With tender submission		0%	0.0%
M1.3.5	Agreement of mobilisation report template and format with client	Contract Date plus 4 weeks		15%	0.5%
M1.3.6	Production and delivery of reports at agreed frequencies	End of mobilisation period		25%	0.8%
M1.3.7	Production of draft mobilisation communication plan	With tender submission		0%	0.0%
M1.3.8	Agreement of communication plan with client	Contract Date plus 4 weeks		10%	0.3%
M1.3.9	Delivery of agreed communication plan	End of mobilisation period		10%	0.3%
				100%	3.0%

M2 Asset Management

Milestone Summary

Ref	% Milestone Score	% of Total Payment for Milestone	% of Milestone	% of Total Payment
M2.1	Asset Validation	20%	40%	8.0%
M2.2	Statutory Compliance and Risk		30%	6.0%
M2.3	Ongoing Asset Management Planning		30%	6.0%
			100%	20%

M2.1 Asset Validation

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M2.1.1	Production of draft asset validation and tagging programme	With tender submission	40%	0%	0.0%
M2.1.2	Agreement of asset validation programme with client	Contract Date plus 4 weeks		30%	2.4%
M2.1.3	Tag all assets with a QR code	4 weeks before Full Service Commencement Date		30%	2.4%
M2.1.4	Validate that all site log books are in place, updated or replaced	2 weeks before Full Service Commencement Date		15%	1.2%
M2.1.5	Take and upload representative photographs of the building	2 weeks before Full Service Commencement Date		5%	0.4%
M2.1.6	Recommendations and costs for the update of drawings	2 weeks before Full Service Commencement Date		5%	0.4%
M2.1.6	Update and review of programme	End of mobilisation period		15%	1.2%
				100%	8.0%

M2.2 Statutory Compliance and Risk

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M2.2.1	Draft statutory compliance and risk assurance plan	With tender submission	30%	0%	0.0%
M2.2.2	Agreement of statutory compliance and risk assurance plan	Contract Date plus 4 weeks		40%	2.4%
M2.2.3	Production of formal non-compliance report	4 weeks before Full Service Commencement Date		30%	1.8%
M2.2.4	Production of formal risk report	4 weeks before Full Service Commencement Date		30%	1.8%
				100%	6.0%

M2.3 Ongoing Asset Management Planning

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M2.3.1	Production of a draft forward maintenance plan	With tender submission	30%	0%	0.0%
M2.3.2	Agreement of initial forward maintenance plan with client	4 weeks before Full Service Commencement Date		30%	1.8%
M2.3.3	Draft process for update and review of forward maintenance plan	With tender submission		10%	0.6%
M2.3.4	Production of a draft capital replacement plan	With tender submission		0%	0.0%
M2.3.5	Agreement of initial capital replacement plan with client	4 weeks before Full Service Commencement Date		20%	1.2%
M2.3.6	Draft process for update and review of capital replacement plan	With tender submission		10%	0.6%
M2.3.7	Production of a draft spares and parts supply plan	With tender submission		0%	0.0%
M2.3.8	Agreement of initial spares and parts supply plan with client	4 weeks before Full Service Commencement Date		15%	0.9%
M2.3.9	Detail change control systems for changed/added assets*	4 weeks before Full Service Commencement Date		15%	0.9%
				100%	6.0%

M3 People and Staffing

Milestone Summary

Ref	% Milestone Score	% of Total Payment for Milestone	% of Milestone	% of Total Payment
M3.1	Staffing and Recruitment Plan	15%	20%	3.0%
M3.2	Staff Training Plan		15%	2.3%
M3.3	TUPE Management Plan		25%	3.8%
M3.4	Security Clearances, Permits to Work and Site Inductions		25%	3.8%
M3.5	Equipment Resourcing Plan		15%	2.3%
			100%	15%

M3.1 Staffing and Recruitment Plan

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M3.1.1	Production of draft staffing and recruitment plan	With tender submission	20%	0%	0.0%
M3.1.2	Agreement of draft staffing and recruitment plan with client	Contract Date plus 4 weeks		30%	0.9%
M3.1.3	Provision of regular updates on recruitment progress	End of mobilisation period		20%	0.6%
M3.1.4	Execution of staffing plan*	End of mobilisation period		50%	1.5%
				100%	3.0%

M3.2 Staff Training Plan

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M3.2.1	Production of draft training plan	With tender submission	15%	0%	0.0%
M3.2.2	Agreement of draft training plan with client	Contract Date plus 4 weeks		30%	0.7%
M3.2.3	Delivery of training needed before Full Service Commencement Date	End of mobilisation period		40%	0.9%
M3.2.4	Provision of regular updates on training progress	End of mobilisation period		10%	0.2%
M3.2.5	Process for the delivery of individual training and development plan*	4 weeks before Full Service Commencement Date		20%	0.5%
					100%

M3.3 TUPE Management Plan

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M3.3.1	Production of draft TUPE management plan	With tender submission	25%	0%	0.0%
M3.3.2	Agreement of draft TUPE management plan with client	Contract Date plus 4 weeks		40%	1.5%
M3.3.3	Production of initial TUPE cost estimate	With tender submission		0%	0.0%
M3.3.4	Provision of regular updates on TUPE progress	End of mobilisation period		20%	0.8%
M3.3.5	Produce TUPE cost report for review and audit by client	End of mobilisation period		40%	1.5%
					100%

M3.4 Security Clearances, Permits to Work and Site Inductions

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M3.4.1	Production of draft security clearance plan	With tender submission	25%	0%	0.0%
M3.4.2	Agreement of draft security clearance plan	Contract Date plus 4 weeks		10%	0.4%
M3.4.3	Obtaining all necessary security clearances before contract start	End of mobilisation period		20%	0.8%
M3.4.4	Provision of regular updates on security clearance progress	End of mobilisation period		5%	0.2%
M3.4.5	Production of draft permit to work plan	With tender submission		0%	0.0%
M3.4.6	Agreement of draft permit to work plan with client	Contract Date plus 4 weeks		10%	0.4%
M3.4.7	Obtaining all necessary permits to work before contract start	End of mobilisation period		20%	0.8%
M3.4.8	Provision of regular update on progress of gaining permits to work	End of mobilisation period		5%	0.2%
M3.4.9	Production of draft site induction plan	With tender submission		0%	0.0%
M3.4.10	Agreement of draft site induction plan with client	Contract Date plus 4 weeks		10%	0.4%
M3.4.11	Completion of all necessary site inductions before contract start	End of mobilisation period		15%	0.6%
M3.4.12	Provision of regular updates on site induction progress	End of mobilisation period		5%	0.2%
				100%	3.8%

M3.5 Equipment Resourcing Plan

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M3.5.1	Production of draft equipment resourcing plan	With tender submission	15%	0%	0.0%
M3.5.2	Production of final equipment resourcing plan	Contract Date plus 4 weeks		30%	0.7%
M3.5.3	Delivery of items within the equipment resourcing plan	End of mobilisation period		60%	1.4%
M3.5.4	Provision of regular updates on equipment resourcing progress	End of mobilisation period		10%	0.2%
				100%	2.3%

M4 Service Delivery

Milestone Summary

Ref	% Milestone Score	% of Total Payment for Milestone	% of Milestone	% of Total Payment
M4.1	Service Provider's Plans	20%	25%	5.0%
M4.2	Quality Plan		15%	3.0%
M4.3	Sustainability Management Plan		15%	3.0%
M4.4	Sub-contractor Management		15%	3.0%
M4.5	Reporting		15%	3.0%
M4.6	Branding and Presentation		15%	3.0%
			100%	20%

M4.1 Service Provider’s Plans

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M4.1.1	Production of draft services providers plan	With tender submission	25%	0%	0.0%
M4.1.2	Agreement of draft service providers plan with client	Contract Date plus 4 weeks		15%	0.8%
M4.1.3	Development of first draft of the service providers plans	Contract Date plus 16 weeks		20%	1.0%
M4.1.4	Update and completion of the service providers plans	4 weeks before Full Service Commencement Date		40%	2.0%
M4.1.5	Develop and agree review process for service provider's plans	4 weeks before Full Service Commencement Date		15%	0.8%
M4.1.6	Regular update on development progress of service provider's plan	End of mobilisation period		10%	0.5%
					100%

M4.2 Quality Plan

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M4.2.1	Production of draft quality policy statement	With tender submission	15%	0%	0.0%
M4.2.2	Agreement of quality policy statement with client	Contract Date plus 8 weeks		20%	0.6%
M4.2.3	Production of draft quality plan	With tender submission		0%	0.0%
M4.2.4	Agreement of quality plan with client	Contract Date plus 4 weeks		15%	0.5%
M4.2.5	Update and completion of quality plan	4 weeks before Full Service Commencement Date		40%	1.2%
M4.2.6	Develop and agree update and review process for quality plan*	4 weeks before Full Service Commencement Date		15%	0.5%
M4.2.7	Provision of regular updates on quality plan development progress	End of mobilisation period		10%	0.3%
				100%	3.0%

M4.3 Sustainability Management Plan

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M4.3.1	Production of draft quality sustainability management statement	With tender submission	15%	0%	0.0%
M4.3.2	Agreement of quality sustainability policy statement with client	Contract Date plus 8 weeks		20%	0.6%
M4.3.3	Production of draft sustainability management plan	With tender submission		0%	0.0%
M4.3.4	Agreement of sustainability management plan with client	Contract Date plus 4 weeks		15%	0.5%
M4.3.5	Update and completion of sustainability management plan	4 weeks before Full Service Commencement Date		40%	1.2%
M4.3.6	Develop and agree update and review process for sustainability plan	4 weeks before Full Service Commencement Date		15%	0.5%
M4.3.7	Provision of regular updates on sustainability plan development progress	End of mobilisation period		10%	0.3%
					100%

M4.4 Sub-Contractor Management

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M4.4.1	Production of schedule of proposed sub-contractors	With tender submission	15%	0%	0.0%
M4.4.2	Details of sub-contractor selection process	With tender submission		0%	0.0%
M4.4.3	Confirm all sub-contractors have been contracted with B2B Ts&Cs*	4 weeks before Full Service Commencement Date		40%	1.2%
M4.4.4	Agreement of sub-contractor list with client	4 weeks before Full Service Commencement Date		40%	1.2%
M4.4.5	Provision of regular updates on sub-contractor appointment progress	End of mobilisation period		20%	0.6%
					100%

M4.5 Reporting

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M4.5.1	Schedule of draft reports	With tender submission	15%	0%	0.0%
M4.5.2	Agreement of schedule of draft reports (including updates as required)	Contract Date plus 4 weeks		10%	0.3%
M4.5.3	Production of suite of draft reports for review by the client	Contract Date plus 12 weeks		25%	0.8%
M4.5.4	Agreement of draft reports with Client	8 weeks before Full Service Commencement Date		40%	1.2%
M4.5.5	Report production tools and mechanisms enabled and tested	4 weeks before Full Service Commencement Date		25%	0.8%
					100%

M4.6 Branding and Presentation

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M4.6.1	Production of draft branding plan	With tender submission	15%	0%	0.0%
M4.6.2	Agreement of draft branding plan with client	Contract Date plus 4 weeks		30%	0.9%
M4.6.3	Delivery of branding materials	End of mobilisation period		60%	1.8%
M4.6.4	Provision of regular updates on branding progress	End of mobilisation period		10%	0.3%
				100%	3.0%

M5 Systems and Helpdesk

Milestone Summary

Ref	% Milestone Score	% of Total Payment for Milestone	% of Milestone	% of Total Payment
M5.1	CAFM System	20%	50%	10.0%
M5.2	Helpdesk		50%	10.0%
			100%	20%

M5.1 CAFM System

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M5.1.1	Description of proposed system (including the client portal)	With tender submission	50%	0%	0.0%
M5.1.2	Detailed proposed system implementation plan	With tender submission		0%	0.0%
M5.1.3	Agreement of proposed system implementation plan with client	Contract Date plus 4 weeks		15%	1.5%
M5.1.4	System implementation completed and ready for dummy data testing	12 weeks before Full Service Commencement Date		15%	1.5%
M5.1.5	System testing completed and system ready to use	4 weeks before Full Service Commencement Date		15%	1.5%
M5.1.6	Proposed approach to backing up data to the client	With tender submission		0%	0.0%
M5.1.7	Agreement of system for the routine provision of backups	12 weeks before Full Service Commencement Date		10%	1.0%
M5.1.8	Training of key client personnel completed	1 week before Full Service Commencement Date		15%	1.5%
M5.1.9	Successful data upload process completed with validated accurate data	2 weeks before Full Service Commencement Date		20%	2.0%
M5.1.10	Regular updates of system development and implementation progress	End of mobilisation period		10%	1.0%
				100%	10.0%

M5.2 Helpdesk

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M5.2.1	Description of proposed helpdesk and systems	With tender submission	50%	0%	0.0%
M5.2.2	Detailed proposed helpdesk implementation plan	With tender submission		0%	0.0%
M5.2.3	Agreement of proposed helpdesk implementation plan with client	Contract Date plus 4 weeks		15%	1.5%
M5.2.4	Helpdesk systems implementation completed and ready for testing	8 weeks before Full Service Commencement Date		15%	1.5%
M5.2.5	Helpdesk infrastructure implementation completed, ready for testing	4 weeks before Full Service Commencement Date		15%	1.5%
M5.2.6	Training of key helpdesk personnel completed	1 week before Full Service Commencement Date		10%	1.0%
M5.2.7	Helpdesk testing including the use of dummy data and calls	2 weeks before Full Service Commencement Date		20%	2.0%
M5.2.8	Development of proposed helpdesk scripts	8 weeks before Full Service Commencement Date		5%	0.5%
M5.2.9	Agreement of helpdesk scripts with client	4 weeks before Full Service Commencement Date		10%	1.0%
M5.2.10	Provision of regular updates on helpdesk implementation progress	End of mobilisation period		10%	1.0%
				100%	10.0%

M6 Business Continuity and Disaster Recovery

Milestone Summary

Ref	% Milestone Score	% of Total Payment for Milestone	% of Milestone	% of Total Payment
M6.1	Business Continuity	10%	35%	3.5%
M6.2	Disaster Recovery		35%	3.5%
M6.3	Systems and Data Recovery Plan		30%	3.0%
			100%	10%

M6.1 Business Continuity

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M6.1.1	Production of draft FM business continuity plan structure	With tender submission	35%	0%	0.0%
M6.1.2	Agreement of FM business continuity plan templates	Contract Date plus 4 weeks		10%	0.4%
M6.1.3	Development of first draft FM business continuity plan for review	Contract Date plus 16 weeks		25%	0.9%
M6.1.4	Update and completion of the FM business continuity plan	4 weeks before Full Service Commencement Date		50%	1.8%
M6.1.5	Regular Update on progress for FM business continuity plan	End of mobilisation period		15%	0.5%
				100%	3.5%

M6.2 Disaster Recovery

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M6.2.1	Production of draft FM disaster recovery plan structure	With tender submission	35%	0%	0.0%
M6.2.2	Agreement of FM disaster recovery plan templates with client	Contract Date plus 4 weeks		10%	0.4%
M6.2.3	Development of first draft of FM disaster recovery plan	Contract Date plus 16 weeks		25%	0.9%
M6.2.4	Update and completion of the FM disaster recovery plan	4 weeks before Full Service Commencement Date		50%	1.8%
M6.2.5	Provision of regular updates on FM disaster recovery plan progress	End of mobilisation period		15%	0.5%
					100%

M6.3 Systems and Data Recovery Plan

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M6.3.1	Production of draft FM systems and data recovery plan structure	With tender submission	30%	0%	0.0%
M6.3.2	Agreement of FM systems and data recovery plan templates	Contract Date plus 4 weeks		10%	0.3%
M6.3.3	Development of first draft of FM systems and data recovery plan	Contract Date plus 16 weeks		25%	0.8%
M6.3.4	Update and completion of FM systems and data recovery plan	4 weeks before Full Service Commencement Date		50%	1.5%
M6.3.5	Regular updates of progress on FM systems and data recovery plan	End of mobilisation period		15%	0.5%
					100%

M7 Service Improvement

Milestone Summary

Ref	% Milestone Score	% of Total Payment for Milestone	% of Milestone	% of Total Payment
M7.1	Continuous Improvement	5%	70%	3.5%
M7.2	Enhancing Sustainability		30%	1.5%
			100%	5%

M7.1 Continuous Improvement

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M7.1.1	Production of draft continuous improvement plan structure	With tender submission	70%	0%	0.0%
M7.1.2	Agreement of continuous improvement plan structure	Contract Date plus 4 weeks		15%	0.5%
M7.1.3	Development of first draft of continuous improvement plan	Contract Date plus 16 weeks		20%	0.7%
M7.1.4	Update and completion of the continuous improvement plan	4 weeks before Full Service Commencement Date		50%	1.8%
M7.1.5	Regular updates of progress on continuous improvement plan	End of mobilisation plan		15%	0.5%
				100%	3.5%

M7.2 Enhancing Sustainability

Ref	Description	Due Date	% of Total Milestone Score	% of Sub-Milestone	% of Total Payment
M7.2.1	Production of draft sustainability plan structure	With tender submission	30%	0%	0.0%
M7.2.2	Agreement of sustainability plan structure	Contract Date plus 4 weeks		15%	0.2%
M7.2.3	Development of first draft of sustainability plan	Contract Date plus 16 weeks		20%	0.3%
M7.2.4	Update and completion of the sustainability plan	4 weeks before Full Service Commencement Date		50%	0.8%
M7.2.5	Update of development progress on the sustainability plan	End of mobilisation period		15%	0.2%
					100%

Appendix 2 – Satisfaction Certificate

TRAS3093 Department for Transport Third Generation Total Facilities Management
Satisfaction Certificate
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Satisfaction Certificate

To: [insert name of Supplier]
From: Department of Transport
Date: [insert Date dd/mm/yyyy]

Dear Sirs,

Deliverable / Milestone(s):

[Insert relevant description of the agreed Deliverables/Milestones].

We refer to the agreement ("Call-Off Contract") TRAS3093 Department for Transport Third Generation Total Facilities Management relating to the provision of Facilities Management Services between the Department for Transport ("Client") and [insert Supplier name] ("Service Provider") dated [insert Call-Off Start Date dd/mm/yyyy].

The definitions for any capitalised terms in this certificate are as set out in the Contract.

Declaration of Satisfaction:

[We confirm that all the Deliverables relating to [insert relevant description of Deliverables / agreed Milestones and / or reference number(s)] have been tested successfully in accordance with all requirements [or that a conditional Satisfaction Certificate has been issued in respect of those Deliverables that have not satisfied the relevant Test Success Criteria].

[OR – DELETE AS APPROPRIATE]

[This Satisfaction Certificate is granted on the condition that any Test Issues are remedied in accordance with the Rectification Plan attached to this certificate.]

[You may now issue an invoice in respect of the Milestone Payment associated with this Milestone in accordance with Clause 4 of the Core terms (Pricing and payments)].

Yours faithfully

[Insert Signature]

[insert Name]

Service Manager
acting on behalf of the Department for Transport

Contract Reference: TRAS3093 Department for Transport Third Generation Total Facilities Management
Framework Ref: Lot 1c RM6232 Facilities Management and Workplace Services
Version: **DRAFT FOR DISCUSSION V1.0**
Classification: Confidential

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