CONTENTS

[1. PURPOSE 2](#_Toc179379204)

[2. BACKGROUND TO THE CONTRACTING AUTHORITY 2](#_Toc179379205)

[3. Background to requirement/OVERVIEW of requirement 2](#_Toc179379206)

[4. definitions 3](#_Toc179379207)

[5. scope of requirement 3](#_Toc179379208)

[6. The requirement 4](#_Toc179379209)

[7. The requirement (Exercising) 6](#_Toc179379210)

[8. key milestones and Deliverables 6](#_Toc179379211)

[9. MANAGEMENT INFORMATION/reporting 7](#_Toc179379212)

[10. continuous improvement 8](#_Toc179379213)

[11. SOCIAL VALUE 8](#_Toc179379214)

[12. quality 9](#_Toc179379215)

[13. PRICE 9](#_Toc179379216)

[14. STAFF AND CUSTOMER SERVICE 10](#_Toc179379217)

[15. service levels and performance 10](#_Toc179379218)

[16. Security and CONFIDENTIALITY requirements 13](#_Toc179379219)

[17. payment AND INVOICING 13](#_Toc179379220)

[18. CONTRACT MANAGEMENT 14](#_Toc179379221)

[19. Location 14](#_Toc179379222)

[20. Annex A: Lot 1 – The Requirement - Soft shell 14](#_Toc179379223)

[21. Annex B: Lot 2 - The requirement - Hard shell 15](#_Toc179379224)

[22. Annex c: Lot 3 - The requirement – Temporary Buiilding 16](#_Toc179379225)

# PURPOSE

## The Home Office (HO) seeks to procure a new mass fatalities capability to replace its existing solution which is approaching the end of its serviceable life. In replacing it, the Home Office requires the new capability to be flexible and scalable, to mitigate a range of risks in the National Risk Register (NRR).

## The contract duration will be for an initial 2 years with the option to extend for a further year over a two-year period (1+1).

## The budget for this requirement across all three lots is £650k per year (£1.3m over two years) based on an annual retainer fee, with additional call-out costs based on a Total Framework value of £7.5m over the entire term of this agreement. The Home Office retains the option to extend as set out above.

## This contract(s) will be awarded for the value of the retainer costs over the initial contracted term (2 Years) and does not guarantee and further orders.

# BACKGROUND TO THE CONTRACTING AUTHORITY

## The Home Office has policy responsibility for mitigating a range of NRR risks, which could result in a large number of non-contaminated fatalities that threaten to overwhelm the coronial system.

# Background to requirement/OVERVIEW of requirement

## As the current capability approaching the end of its serviceable life, the Home Office is looking to replacing its mass fatalities body storage capability.

## The Home Office is seeking to deliver a capability that is adaptable to different scenarios and provides scalability. The Mass Fatalities capability is long-standing; having existed in many forms while under HO stewardship. We have briefly outlined these below:

## Previously, HO funded a private contractor to procure and deliver body storage capability featuring body storage and means for coronial activities and other post-mortem examination work to be undertaken. This was a large and complex solution which was not considered necessary or practical for most scenarios.

## As part of the previous effort to focus on body storage capacity Home Office procured ISO containers which were deployed to 9 regions of England. Although the ISO containers originally proved versatile, they required heavy goods vehicles to transport and, in some cases, cranes to manoeuvre them into place where access was difficult. Maintenance and upkeep was challenging given these units were approaching their end of life.

## Consultation was carried out with stakeholders which identified the need for body storage to be embedded with local infrastructure and to be flexible to the incident and pressures that would arise. Therefore, the Home Office has focused on a solution that compliments first responder capacity and local infrastructure by providing surge capacity that can be deployed at pace should it be required to and focuses on body storage only.

# definitions

|  |  |
| --- | --- |
| **Expression or Acronym** | **Definition** |
| HO | Home Office  |
| REMA | Regional Emergency Mortuary Arrangements |
| NRR | National Risk Register  |
| DA | Devolved Administrations |
| Authority  | Home Office |
| LFR | Local Resilience Forum  |

# scope of requirement

## The scope of this contract is to provide a multilayer mass fatalities capability solution in which, for a fixed fee, the supplier(s) holds the required assets in reserve and, upon request, mobilises them to a specified location within pre-determined timeframes for an additional cost. (Further details on this are located in the table at 6.10).

## The contract should consist of a retainer fee being paid by HO annually (payment date(s) can be negotiated) to ensure a response remains readily available should it be called upon. We envisage additional pre agreed ‘top up’ costs to be paid should a deployment be necessary. Further details are located within section 13.

## The HO may issue three contracts and is content to work with multiple suppliers across the different lots.

## If a subcontracting route is followed by the supplier, the supplier must manage the supply of any components and ensure there is resilience in the supply chain to mitigate any risk of supply shortages. Suppliers must be able to demonstrate how they will actively manage resilience within the supply chain to ensure all contingencies are in place.

## The supplier will have responsibility for the maintenance and storage of their equipment and assets while in their storage.

## The supplier will have responsibility for the mobilisation and delivery of the Mass Fatalities capability assets. Failure to deliver to agreed deadlines or a partial response would result in a financial penalty. (Further information is in section 18.)

## The supplier shall manage all delivery and maintenance risks associated with the contract, this also includes fulfilment and logistics of deployment.

## The supplier will have responsibility to ensure that the assets and equipment are deliverable at any point in which it could be called upon by the Home Office (or other government department) and that there is a system in place to manage these requests.

## A requirement of this contract that the supplier should be annually ready to test their response with Home Office and other partners. Further details in section 7.

# The requirement

## We seek a multi-layered response, that is able to meet our requirements for the different categories of body storage assets as regards to our stipulated response time frames in which assets must be delivered and (as necessary) assembled. We do not seek to conduct ‘wet activities’ in any phase of this solution.

## We seek the supplier to provide all associated auxiliary equipment required to utilise their body storage assets. Including, but not limited to: generators, appropriate racking, temperature monitoring, temperature alarms, trolleys for moving the deceased, and appropriate health and safety equipment for their solution (e.g., an alarm if an individual becomes trapped).

## Auxiliary equipment should regularly be tested to ensure it remains in good working order in line with the Human Tissue Authority guidelines.

## Required auxiliary equipment should be provided will be dependent on the solution offered (.e.g. if soft shell units may have plastic or composite trays with handles, metal trays may require trolleys). Body and frag bags are not required to be supplied.

## Equipment to ensure the effective operational readiness of the capability should be provided (e.g., generators to cool/freeze, as appropriate, although fuel will be provided by the recipient.)

## The supplier must provide methods of communication (e.g. a telephone number and email address) by which the contract can be called upon. This should be available twenty-four hours a day, seven days a week throughout the year (including public holidays).

## The supplier will be responsible for ensuring their equipment and assets continue to function for the duration of deployment and can be effectively deployed.

## We do not expect the supplier to manage security. The local authority will be responsible for this. In some cases, a police cordon may be in place. We do not expect the supplier to assist with transportation of the deceased.

## Each lot should have bariatric provision. Ideally, this will be integrated into the solution and should have the appropriate auxiliary equipment to allow ease of transportation and movement for users. However, if there is no integration then a minimum provision of 10% should be planned for.

## We have provided an overview of the core requirements below:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Stages/ Lot** | **Category** | **Mobilisation time** | **Capacity** | **Notes** |
| 1 | ‘Soft shell’ | 0- 24 hours | Up to 100 fatalities\* | Capability able to be deployed to a range of locations. Should be able to provide appropriate chilling capacity.  |
| 2 | ‘Hard shell’ | 24 – 72 hours | Up to 150 fatalities\* | Capability able to be deployed to a range of locations with appropriate hardstanding.Should be able to provide both freezing or chilling capability. |
| 3 | Temporary Structure ‘ | 72 hours – 5 days. | Up to 450 fatalities\* | Capability able to be deployed to an appropriate location secured by the relevant local authority.Should have a capability to scale up this capacity upon request, acknowledging extra cost.Should be able to provide both freezing or chilling capability. |
| **TOTAL capacity (at maximum)** | **700 bodies** |  |

## Table outlining capacity and delivery timeframes to an incident within England (this will not include English islands however they should be considered in any response).

## \*Capacity requirements may change to ensure a core capacity is delivered; further detail is outlined in lot annexes.

## Mobilisation times will begin after confirmation of delivery location is provided to the supplier by the local authority. We are aware that adverse weather may impact delivery times and are content to discuss this further prior to contract award.

## We are content to consider either a single structure for each lot or multiple that constitute towards the capacity amounts.

## We are unable to commit to necessary timescales related to deployment length of each phase of the capability, evidently, we will aim to release assets/ units back to supplier as soon as being no longer required.

# The requirement (Exercising)

## To ensure compliance and assurance of procedures we have included a provision to test the capability. This would occur once every two years, at a date determined by Home Office.

## For an exercise, we do not anticipate a full capacity response (i.e. to provide body storage for 700 using all elements of the capability) being required. We envisage a smaller exercise which may mobilise only one or two elements of the capability (i.e. ‘soft shell’ only or ‘soft shell’ and ‘hard shell’ etc.). We will work with the supplier(s) to provide substantial notice (at least six months) to help reduce costs. We will work with the successful supplier(s) to determine what these levels should be so costs outlined should be seen as optional and will not necessarily be undertaken by the Home Office.

## Exercise costs should be detailed and modifications to planned exercises may be revised by Home Office upon agreement with the supplier. The Home Office may also decide not to exercise one or more lots.

## Following the exercise, a meeting between HO and the supplier should occur to discuss outcomes, future learning, and better ways to implement the capability to a live scenario that should be implemented prior to the next exercise or if an incident were to occur requiring a non-test deployment.

# key milestones and Deliverables

## The following Contract milestones/deliverables shall apply:

|  |  |  |
| --- | --- | --- |
| **Milestone/ Deliverable** | **Description** | **Timeframe or Delivery Date** |
| 1 | Procedures and plans are confirmed for communication lines between HO and Supplier should an incident occur. | Within week 3 of Contract Award  |
| 2 | 24/7 Communication lines established should the Home Office or partners require deployment. | Within week 3 of Contract Award |
| 3 | Home Office should be provided the specifications of the solution in order to work with the Human Tissue Authority to ensure regulators can approve its use rapidly when deployment is required. | Within week 2 of contract Award |
| 4 | Requirements are ready to be deployed. | Within month 1 of Contract Award.  |
| 5 | Assurance Process of equipment and assets for maintenance, servicing and deployment agreed.  | Within month 1 of contract award. |
| 6 | Meeting between stakeholders and supplier to discuss ways of working with each other. | Within month 1 of contract award. |
| 7 | Contract to be exercised | No earlier than month 6 of Contract Award. |
| 8 | Recommendations as part of exercising implemented by supplier and HO.  | Within 2 months of exercise occurring. |

#

# MANAGEMENT INFORMATION/reporting

##  The supplier should provide a range of reports such as providing regular updates on estimated time of arrival and progress updates on deliveries after being called upon.

## Provide regular updates or a way of tracking internal temperatures of assets when deployed.

## Provide monitoring or a way of monitoring should a person(s) be trapped inside the assets when deployed.

## HO should be notified within 12 hours of any concerns that could delay or impede the delivery and assembly of equipment of assets.

## Six-monthly assurance reports that the equipment and assets is maintained, serviced and in good working order.

## Quarterly assurance reports to show that equipment and assets were readily available to be deployed or mobilised should it be necessary over the previous quarterly period.

## Ad-hoc request may be made by Home Office throughout the contract.

# continuous improvement

## The supplier will be expected to continually improve the way in which the required services are to be delivered throughout the Contract duration.

## The supplier should present new ways of working to the Authority during contract review meetings that should be held every 6 months, the supplier will be required to provide information to Home Office Assurance groups on their solution when called.

## Changes to the way in which the services are to be delivered must be brought to the Authority’s attention and agreed prior to any changes being implemented.

# SOCIAL VALUE

## The Public Services (Social Value) Act 2012 places a legal requirement on all public bodies to consider the additional social, economic, and environmental benefits that can be realised for individuals and communities through commissioning and procurement activity, to deliver them. These benefits are over and above the core deliverables of Contracts. This Framework provides a means of embedding social value through enabling improvements such as community engagement, economic value, and sustainable development.

## The Home Office practises social value procurement to help communities. Suppliers must provide evidence of their commitment to social value and demonstrate an ability and willingness to work with the Home Office to identify and help further their social value requirements. To satisfy this requirement, suppliers must agree to provide or deliver reasonable and proportionate social value benefits within the Framework. Suppliers should consider the following policy themes, as a minimum:

* recover from the impacts of coronavirus (COVID-19).
* tackle economic inequality.
* fight climate change.
* promote equal opportunity and wellbeing.

## The supplier shall deliver measurable benefits in respect of the Social Value priorities throughout the life of the Framework.

## The supplier shall be responsible for ensuring that social value priorities are cascaded throughout the supply chain.

## The supplier shall record and report performance against the social value requirements.

# quality

## NOT USED

# PRICE

## The final agreed contract must retain the key features stipulated above, although the minor details (such a time of year when the retainer fee is paid) will be a matter for negotiation.

## The costs should clearly set out the annual retainer costs, plus the range of ‘call-out’ costs to be expected should the body storage capability be called upon for mobilisation. These costs will be paid as a top-up. We would expect costs to broadly reflect the body storage capacity being requested on a pro rata basis – though we understand that certain costs will always remain fixed. A further break down of costs should be listed based on limited deployments (e.g., if we requested a smaller amount than the overall amount retained or for multiple concurrent deployments). In the case of an incident requiring less than a full deployment were to occur. This will be dependent on the needs of the incident and associate costs should reflect this.

## Home Office is currently working with the Devolved Administrations (DAs, i.e. Scotland, Northern Ireland and Wales). Though they have not yet and may not commit to be part of this contract. To ensure our potential partners can make an informed decision, pricing should reflect the additional geographical locations if they were to be deployed. To this aim, pricing of top up and retainer costs should reflect the various possibilities of no DA joining the contract, or one or more joining. To provide an example this could be for only England or England, Scotland, Wales and Northern Ireland or any alternative in which one or more Devolved Administration decides to be part of the contract.

## Costs for exercising should be outlined per unit that may be requested.

## For non-compliance, non-delivery, partial delivery, or a delivery that doesn’t adhere to timelines set out in the table at 6.10 a reduction of fee will be applied to the supplier (15.2) which will vary depending on the supplier failing to deliver the requested units or if the total requested amount up to the 700 figure of the core requirements are not met.

## The supplier should ensure that there is sufficient cover for a request for deployment be made and that communication can be made through a phone line or email request at any point throughout the duration of the contract (i.e. outside of typical operating hours, weekend or bank holidays).

## The HO recognises that change and innovation can occur. With agreement of the HO the supplier may wish to update these to ensure compliance with legislation, rules and regulation or best practise.

## For evaluation purposes, please use 150 miles as the mileage for each category and for each Nation. Please also provide a separate tab for all mileage costs that would form part of any successful contract.

## Prices are to be submitted via the e-Sourcing Suite [Appendix E – Price Schedule excluding VAT and including all other expenses relating to Contract delivery.

# STAFF AND CUSTOMER SERVICE

## The supplier shall provide a sufficient level of resource throughout the duration of the Contract to consistently deliver a quality service.

## The supplier’s staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.

## The supplier shall ensure that staff understand the Authority’s vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

# service levels and performance

## The Authority will measure the quality of the supplier’s delivery by:

|  |  |  |  |
| --- | --- | --- | --- |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

## (Please note that the relevant KPIs will be applied to the relevant lot, 7 will apply to all lots)

## **Service Credits**

## Service credits will form part of the final contract with the supplier(s). However, the Authority reserves the right to review the proposed service credits with the successful supplier(s) at the point of contract award.

## Before any service credit is applied the Authority endeavours to give due consideration as to the circumstances of the delay taking account of evidence provided by the supplier and will consider if the circumstances warrant a waiver to be applied

1. The settlement shall be agreed in writing within 30 business days of the reconciliation.
2. Service credit table

|  |  |  |
| --- | --- | --- |
| Service/ capability | Value of the Capability cost to be credited/abated | Example calculation  |
| **Soft Shell** |
| Mobilisation of the ‘Soft shell’ body storage units to the appointed location within 24 hours, after being called upon | 0% | No reduction in the fees if delivery is within the 24 hour agreed period |
| Mobilisation of the ‘Soft shell’ body storage units to the appointed location after the 24 hours being called upon (1 hour after deadline) | 10% |  A 10% reduction in fees if there is any delay to the 24 hour agreed period where the delay is less than 6 hours.  |
| Mobilisation of the ‘Soft shell’ body storage units to the appointed location after the 24 hours being called upon (6 hours late) | 25% | A 25% reduction to fees if there is a delay of more than 6 hours (but less than 12 hours) to the 24 hour agreed period. |
| Mobilisation of the ‘Soft shell’ body storage units to the appointed location after the 24 hours being called upon (after being 12 hours late) | 50% | A 50% reduction to fees if there is a delay of more than 12 hours (but less than 24 hours) to the 24 hour agreed period. |
| Non-delivery of soft shell body storage units to the appointed location after being called upon | 75% | A 75% reduction to fees of there is a delay of over 24 hours to the 24 hour agreed period.  |
| **Hard Shell** |
| Mobilisation of the ‘Hard shell’ body storage units to the appointed location within 3 days of it being called upon | 0% | No reduction in the fees if delivery is within the 24 hour agreed period |
| Mobilisation of the ‘Hard shell’ body storage units to the appointed location after the 24 hours being called upon (1 hour after deadline) | 10% | A 10% reduction in fees if there is any delay to the 24 hour agreed period where the delay is less than 6 hours  |
| Mobilisation of the ‘Hard shell’ body storage units to the appointed location after the 24 hours being called upon (6 hours late) | 25% | A 25% reduction to fees if there is a delay of more than 6 hours (but less than 12 hours) to the 24 hour agreed period.If capability option costs £100,000 and delivery was 6 hours after the agreed 24 hour period there would be a reduction in cost by 25% Reduced cost would be £75,000 |
| Mobilisation of the ‘Hard shell’ body storage units to the appointed location after the 24 hours being called upon (after being 12 hours late) | 50% | A 50% reduction to fees if there is a delay of more than 12 hours (but less than 24 hours) to the 24 hour agreed period. If capability option costs £100,000 and delivery was 12 hours after the agreed 24 hour period there would be a reduction in cost by 50%. Reduced cost would be £50,000 |
| Non-delivery of Hard shell body storage units to the appointed location after being called upon | 75% | A 75% reduction to fees of there is a delay of over 24 hours to the 24 hour agreed period.  |
| **Temporary Mortuary body storage units**  |
| Mobilisation of the ‘Temporary Mortuary’ body storage units to the appointed location within 5 days of being called upon | 0% | If capability option costs £100,000 there would be no reduction in the cost as delivery was within the 24 hour agreed period |
| Mobilisation of the ‘Temporary Mortuary’ body storage units to the appointed location after the 24 hours being called upon (1 hour after deadline) | 10% | A 10% reduction in fees if there is any delay to the 24 hour agreed period where the delay is less than 6 hours.  |
| Mobilisation of the ‘Temporary Mortuary’ body storage units to the appointed location after the 24 hours being called upon (6 hours late) | 25% | A 25% reduction to fees if there is a delay of more than 6 hours (but less than 12 hours) to the 24 hour agreed period. |
| Mobilisation of the ‘Temporary Mortuary’ body storage units to the appointed location after the 24 hours being called upon (after being 12 hours late) | 50% | A 50% reduction to fees if there is a delay of more than 12 hours (but less than 24 hours) to the 24 hour agreed period. |
| Non-delivery of ‘Temporary Mortuary’ body storage units to the appointed location after being called upon | 75% | A 75% reduction to fees of there is a delay of over 24 hours to the 24 hour agreed period.  |

# Security and CONFIDENTIALITY requirements

## The Buyer’s security / data security requirements are contained in the Personal information charter - Home Office - GOV.UK ([www.gov.uk](http://www.gov.uk)) and here Home Office retention and disposal standards - GOV.UK ([www.gov.uk](http://www.gov.uk)).

# payment AND INVOICING

## Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables. Unless disputed, payments will be made within 30 days of the receipt of a valid and approved invoice. Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

## Invoices should be submitted to:

**Home Office Shared Service Centre,**

**PO Box 5015,**

**Newport,**

**NP20 9BB**.

E-Mail: finance-ap-enquiries@homeoffice.gov.uk

Telephone: 0845 0100122

# CONTRACT MANAGEMENT

## Attendance at Contract Review meetings shall be at the supplier’s own expense.

## The LFR will determine the requirement of deployment and issue a call off agreement, the LFR will

# Location

## The location of the Services will be carried out at different locations dependent on an incident occurring. Although this may be limited to England, we may be requested to assist with an incident across the UK through a request from the Devolved Administrations. This will be decided after costing have been provided by the Devolved Administration and they have been able to consider budget constraints.

## Home Office understand there are certain locations in the U.K. to which delivery is more challenging (e.g., Scottish Highlands, Northern Ireland or UK islands as a whole). Provisional delivery timelines should be provided, with the DA or Authority to finalise these with the supplier prior to contract award.

## Exercising will only take place in England.

# Annex A: Lot 1 – The Requirement - Soft shell

## ‘Soft shell’ body storage units should be relatively light and easily transportable to a given location, thus having the advantage of speed and flexibility. This asset can encompass a single individual asset which can accommodate the requisite number of bodies or could encompass multiple assets that accommodate the same number. This type of asset may be delivered to the incident location to assist emergency responders; or (as necessary) a mortuary site. This asset, therefore, should be able to be assembled on-site and at pace. We have suggested up to 24 hours as the timescale in which this asset should be mobilised. However, we welcome proposed improvements on this timescale across England.

## We understand some soft-shell assets may be vulnerable to adverse weather condition. If so, the supplier should mitigate any adverse impacts whilst retaining the ability of the asset to continue to function. We have seen novel ways of implementing this. Suppliers may decide to provide their own weather protection or work with others to provide cover. We welcome the most effective and cost-efficient way of doing this.

## The soft-shell body storage unit should be able to refrigerate (to temperatures between 4 and 6 degrees Celsius).

## We require sufficient soft-shell units to enable storage of up to 100 of the deceased. This could consist of multiple units or assets if required to meet the total capacity. The capacity requirements may change to ensure a successful core requirement of up to 700 units are delivered.

## Therefore, we could request for a capacity of up to 700 fatalities for the soft-shell phase. As a minimum we would seek storage of 100.

## Appropriate racking should be included to support a wider range of individuals including bariatric fatalities. Mitigating equipment should be provided if adverse weather could impact its ability to be functional while deployed.

# Annex B: Lot 2 - The requirement - Hard shell

## We envisage the hard-shell units to be utilised by authorities who need to bolster their mortuary capacity while keeping storage close to structure in which coroners can carry out their work.

## As mentioned previously, the existing body storage is delivered by specialist ISO shipping containers with a capacity to freeze or chill. However, there may be other similar or novel solutions to replace these.

## Hard shell units should be transportable and could be set up in any area with suitable hard standing, e.g., a car park. Hard shell units, by their nature, should be weather-resilient and should not need additional protection from the elements.

## This/ these unit(s) should have the collective total capacity for up to 150 deceased and also offer interchangeability between refrigeration (to temperatures between 4 and 6 degrees Celsius) and freeze (to temperatures of -20 degrees Celsius – within Human Tissue guidelines).

## To ensure a successful delivery of a core capacity of up to 700 is delivered we may request for a capacity of up to 700 fatalities for the hard-shell phase. As a minimum we would seek storage of 150.

## Racking suitable for the deceased should be included providing dignity to any fatality. Ideally this will be integrated with the assets, if this is not possible, we would seek a capacity of 15% to support bariatric fatalities.

# Annex c: Lot 3 - The requirement – Temporary Buiilding

## In this aspect HO understand there could be varying solutions that the market could offer that we may have or have not considered. It could refer to a modular structure that is configured on site, a freestanding structure built on site or a readily made structure or structures that is transported to the requested location, or another method not considered.

## However, all proposals will, with the appropriate use of chillers and suitable racking, becomes a body storage unit. The location of deployment will vary dependent on needs of the local authority.

## The structure should be suitable for a minimum of 450 of the deceased but we will also ask for the pricing up to 700 to ensure a successful core requirement is delivered.

## Any internal racking should ensure support for bariatric bodies and high fragmentated fatalities, some suppliers may wish to use multi-level racking, if this is the case auxiliary equipment should be provided to allow access.

## Scalability of this element is essential; we would wish to able to ensure contingency with the supplier to provide plans to exceed the maximum of 700 up to 5,600. We would ask the supplier to provide plans on how to scale further if a very serious incident were to occur.

## However, we accept that such a large-scale capacity would take time to provide and be at further additional cost that the 700 fatalities storage of our core requirements and reserved stock. We look forward to discussions with potential providers on how best and cost-effectively this might be achieved and their proposed plan on how they would ramp up to the additional capacity.

## It must be stressed that we do not foresee this occurring but planning dictates that it must be considered.