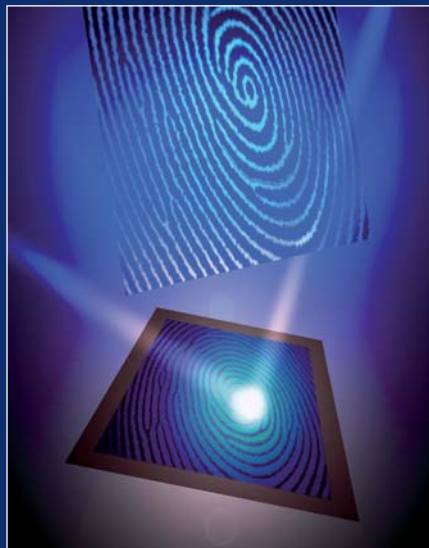




Home Office

Border & Immigration Agency

CORPORATE COMMERCIAL STRATEGY



DRIVING VALUE INNOVATION AND QUALITY



LIN HOMER Chief Executive
Border and immigration
Agency

I am pleased to be publishing this Border and Immigration Agency Corporate Commercial Strategy.

The Agency spends over £1bn each year (60% of spend) procuring the diverse goods, services and works that ensure the successful and continued delivery of our immigration and border control services. We are a leader in government in creating partnerships with commercial suppliers and our relationships with them are fundamental to the delivery of our services. For example, commercial suppliers provide much of our detention estate, accommodation and cash support for asylum seekers and process payments for applications made in the UK and overseas.

Following our Review that was published in July 2006, the Border and Immigration Agency is focussed on delivering its four strategic objectives—strengthen our borders, fast-track asylum decisions, ensure and enforce compliance with our immigration laws and boost Britain’s economy. Central to this is the work that we do with commercial partners.

Our commercial capability supports the delivery of these objectives by contributing to the success of the seven capability programmes and their underlying projects. The Border and Immigration Agency has seen significant improvement in its commercial capability in the last year. We must now deliver a step-change in order to drive increased effectiveness, efficiency and best value for money and to deliver a more challenging culture. This will ensure we all benefit from a more innovative and creative organisation.

This Strategy sets out the vision and objectives on which the Agency’s commercial capability will be founded. It demonstrates the commitment of the Board to ensuring that we achieve successful procurements and supplier relationships; delivering a service to the public that is fit-for-purpose, cost effective and draws on the latest market developments.

Lin Homer

Contents

1 Introduction	6
Purpose of the Strategy	7
Ownership of the Strategy	7
The Role of the Agency's Senior Commercial Managers	7
2 Implementation	8
2.1 Implement and embed new commercial capabilities	8
2.2 Challenge and Review	10
2.3 Demonstrate Commercial Professionalism	12
Annex A: The Wider Context	14
Annex B : High Level Delivery Timeline	17
Glossary of Commercial Terms	19
Commercial Organisation Model (May 2007)	20
Contact Information – Senior Commercial Team	22

1. Introduction

Welcome to the Border and Immigration Agency's Corporate Commercial Strategy. This Strategy identifies new professional commercial capabilities to be implemented to help deliver a transformed Agency; more dynamic and creative and ready to take on the challenges of the future.

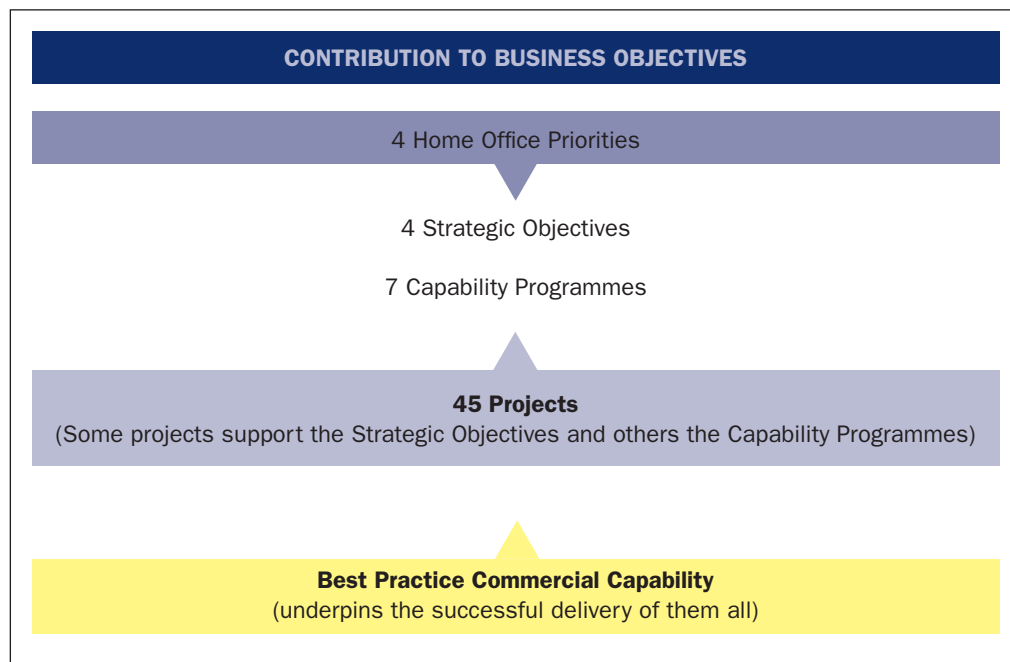
This Strategy has been developed to underpin the wider 2006/07 Corporate Transformation Programme; itself established to provide an enhanced approach to delivering Home Office objective 6: "Securing our borders, preventing abuse of our immigration laws and managing migration to boost the UK".

The Transformation Programme is a radical programme of change which will see the:

- implementation of the Border and Immigration Agency from 1 April 2007 (Shadow Agency status until 1 April 2008);
- delivery of the Four Strategic Objectives of the Immigration Review¹, July 2006 (to be delivered via seven Capability Programmes²); and
- migration to a new Regional Organisation Model.

The diagram below demonstrates how best practice commercial capability will contribute to the successful delivery of the Border and Immigration Agency's business objectives.

The Strategy has been developed within the context of EU legislation and the wider Home Office and UK government best practice (see Annex A for further details).



¹ "Fair, Effective, Transparent and Trusted", Immigration Review, Home Office July 2006

² Published as Programmes for Fundamental Change and later re-named.

Purpose of the Strategy

The purpose of this Strategy is to communicate to Agency directors, staff and procurement practitioners, strategic partners and stakeholders, and its suppliers:

- how commercial can drive innovation, value and quality in the delivery of the Agency's strategic objectives;
- the commercial vision and objectives for success; and
- who the Senior Commercial Team are and how they will help the Agency to deliver its commercial objectives.

The Border and Immigration Agency has a significant dependency on external suppliers in delivering its core business services. This includes the detention estate, asylum seeker accommodation and cash support, and processing payments for applications made in the UK and overseas. These bought-in goods and services collectively cost the Agency £1bn per annum.

By implementing the commercial best practices outlined within this Strategy the Agency is able to demonstrate its clear focus on delivering efficiency and value for money. Commercial excellence will further enable continuous challenge to business process, the development and management of strong supplier relationships and ensure quality and timeliness of deliverables.

Ownership of the Strategy

This Strategy is owned and sponsored by the Border and Immigration Agency Board, with specific responsibility held by the Strategic Director for Resource Management Directorate (RMD).

The Commercial Director, reporting to the RMD Strategic Director, will take the lead in ensuring this Strategy is delivered and for continuous enhancement of the central commercial capability. The Commercial

Director is supported by the Agency's Senior Commercial Managers who are strategically placed across the Agency (see the commercial organisation model on pages 20 and 21).

As commercial activity significantly impacts both service delivery (operations) and cost (regional or directorate budgets), it is integral to all parts of the business. Responsibility for delivering commercial success lies with us all; Board members, investment board members and commercial specialists, and also with Directors, operational staff and the supply market.

The Role of the Agency's Senior Commercial Managers

The Agency's Senior Commercial Team plays a critical role in project and programme initiation and in development of Project Initiation Documents (PID) and Strategic Outline Business Cases (SOBC). They ensure quality contributions to options analysis and the professional development of the commercial case to help deliver the most cost effective option, first time. The SCMs are enablers to the business who can improve efficiency, effectiveness, creativity and, ultimately, value for money.

2. Implementation

Border and Immigration Agency Commercial Vision

Demonstrating commercial excellence in order to underpin the successful delivery of business objectives and achieve best value for money and continuous improvement.

Agency Objectives for its commercial capability

This Vision will be achieved through the successful delivery of the following objectives:

1. To implement and embed new commercial capabilities and tools across the Agency.
2. To challenge “status quo” and consider all potential supply options to ensure the Agency is exploiting innovation and creativity.
3. To demonstrate optimum commercial professionalism across the Agency.

These objectives are explored in more detail on the following pages.

2.1 Implement and embed new commercial capabilities

Commercial Objective 1:

To implement and embed new commercial capabilities and tools across the Agency.

The Border and Immigration Agency’s Senior Commercial Team (see pages 20 and 22), led by the Commercial Director, will manage the implementation of a number of new best practice commercial capabilities and tools. These will include:

- system-based solutions such as a contracts database;
- tools such as those for supplier relationship management (SRM); and
- ensuring the collection of management information (MI); comprehensive information on our suppliers and spend.

It is essential that the Agency realises the opportunities presented by the implementation of such capabilities and ensures their full utilisation to deliver the benefits.

The main benefits of the new commercial capabilities

The main benefits of these new capabilities and tools include:

- Contribution to the delivery of Capability Programmes:
 - “Excellence at the basics”; and
 - “Excellence in strategic partnerships and collaborative working”.
- Consistency of approach for effective supplier relationship management and contract management, leading to increased trust and continuous improvement.
- Reduced year-on-year expenditure; and the ability to prove it.

The approach to delivery

Each Senior Commercial Manager (SCM) is responsible for the delivery of one or more of the new commercial capabilities.

Whilst the Senior Commercial Team will be responsible for implementing the capabilities and tools, the business itself must embed the new capabilities within its business as usual practices. In achieving this the SCMs will work closely with the operational business, in particular establishing appropriate local ‘champions’ within Directorates, Regions and specific projects and programmes. The SCM and the champions will communicate what new tools are available, why they have been implemented and how they can help support operational teams to deliver better.

It is important for each capability to be fully embedded to ensure the Agency is achieving maximum benefit.

The Deliverables

What the business must deliver

- 6-monthly reporting of value for money and efficiency savings.
- Excellence in supplier relationship management.
- Excellence in contract management and contract monitoring.
- Agency-wide perspective rather than Directorate.
- Collaboration with wider government where this achieves improved efficiency and effectiveness of spend.

What the Senior Commercial Team will deliver

- Working with Finance & Planning Directorate (FPD) to establish **year-on-year efficiency targets** (recognising that not all parts of the Agency can deliver the same percentage savings).
- **A Framework for measuring and reporting savings;** consistent approach to savings and efficiencies reported across the Regions and Directorates.
- **Commercial intelligence;** the delivery of a contracts database, access to information on the top 30 suppliers, management information and more.
- **Collaboration Agreements;** partnering with other public bodies for specific procurements in order to leverage better pricing and deliver efficiencies through consolidation of spend.
- **A Framework for Supplier Relationship Management (SRM);** ensuring all suppliers are managed in a way which is appropriate to their strategic importance and value to the Agency and that continuous improvement is being delivered.
- **Contract Manuals;** Best practice manuals to support contract monitors and contract managers across the Regions and Directorates.
- **Bench-marking capability;** to measure the Agency's commercial professionalism against other best-in-class organisations.

2.2 Challenge and Review

Commercial Objective 2:

To challenge “status quo” and consider all potential supply options to ensure the Agency is exploiting innovation and creativity.

The Border and Immigration Agency has a number of challenges to face both in operations (e.g. immigration controls and secure borders), and in its resources (e.g. affordability, estates and staffing).

The Senior Commercial Team is committed to supporting the Agency in meeting these challenges by:

- being creative and open to exploiting new ideas;
- incentivising suppliers through appropriate reward and recognition;
- challenging the business cases assessed by the Joint Approvals Committee (JAC);
- influencing the strategic implementation of contestability;
- managing commercial disputes; and
- engaging pro-actively with new and emerging markets and suppliers.

In addition, new procurements and contracts will be let to ‘plan for flexibility’; enabling new services to be implemented as and when required to support organisational change.

The main benefits of challenge and review

The main benefits of consistent challenge and review include:

- Contribution to the delivery of Capability Programme:
 - “Leader in government in exploiting new technologies”
- The identification of innovative new solutions to old problems; delivering better services and improved value for money.
- An agile organisation that is able to respond effectively and efficiently to new challenges, as they arise.

The approach to delivery

The Senior Commercial Team will engage with the business and with suppliers in order to establish commercial practices that encourage challenge to the ‘status quo’ and the delivery of innovative and creative solutions.

Some initiatives are already underway including:

- full engagement of a Senior Commercial Manager (SCM) in the Commissioning and Contestability programme being led within the Enforcement Directorate, and
- Innovative ideas and creativity exploited within JAC Business Cases through the commercial support provided in the business and assessment during the life of the Business Case.

The Senior Commercial Team will implement a radical new approach to supplier engagement in order to understand the “futures markets”, including:

- the research and development initiatives in which relevant markets are engaged;
- what the suppliers are developing for, and with, their other customers; and
- how the Agency might be able to make internal changes to improve the ability of a market to supply specific services.

Further initiatives may be developed over time as and when they are identified.

The Deliverables

What the business must deliver

- For all business cases to fully examine the options including innovative approaches, where appropriate, and demonstrate a commercial approach that delivers best value for money.
- For all new contracts and supplier relationships to be established in a way that encourages challenge and innovation in the delivery of services throughout the life of the contract.
- Market knowledge, especially when entering new and/or specialist markets.
- The successful implementation of commissioning and contestability business practices where they are applied.

What the Senior Commercial Team will deliver

- **Business Case Challenge**; ensuring expert scrutiny and professional support of those business cases submitted to the Joint Approvals Committee (JAC); including in the development and review of options appraisals and the commercial and economic cases.
- **Futures intelligence**; pro-active engagement with new and evolving markets and exploration of market-making opportunities where this might improve the quality and/or value delivered.
- **Commissioning & Contestability**; Full engagement with the development and implementation of the Agency approach; working within the Enforcement project team.

2.3 Demonstrate Commercial Professionalism

Commercial Objective 3:

To demonstrate optimum commercial professionalism across the Agency.

In order to demonstrate optimum commercial professionalism, the Agency must ensure that all staff are able to apply the commercial awareness and knowledge appropriate to their particular role and associated responsibilities. This includes:

- all professional procurement and commercial staff;
- those staff responsible for ensuring suppliers meet their operational service obligations; and
- those senior managers who are ultimately responsible for the successful delivery of our managed services.

Notably, the need to be commercially aware is recognised as a critical skill for many operational Agency staff; it is not exclusive to the procurement and commercial professionals.

The main benefits of commercial professionalism

The main benefits of a commercially professional Agency are:

- Contribution to the delivery of Capability Programmes:
 - “Strengthen our leadership and management at all levels”; and
 - “more powerful agency, more clearly accountable”.
- Consistency and excellence in our managed relationships with our key suppliers.

- Significant improvements in our project and programme approaches, leading to best practice compliance and improved auditability.

The Agency will also see other benefits including:

- Reduced exposure to supplier disputes;
- Reduced reliance and cost of interim and consultancy support; and
- Increasing adoption of sustainable development (achieving economic, social and environmental objectives and consideration of the longer term implications of decisions taken).

The approach to delivery

The Senior Commercial Managers (SCMs) will work with the Border and Immigration Agency Learning and Development Centre to scope and initiate the required level of training courses across the business.

A training needs analysis will be undertaken as a first step and all staff contacted are asked to provide full input to this initiative. Professional procurement staff will be encouraged to “learn by doing”; a mentoring scheme will be developed and staff will have the opportunity to benefit from secondments to both the wider public and the private sectors.

All managers are asked to consider the commercial needs of their area, and specific staff, in order to ensure they commit to an appropriate level of commercial training in their given area (Region, Programme, Directorate or other). In ensuring that the training is having an impact, the managers are asked to consider the applicability of monitoring commercial performance through PDRs or other means as appropriate.

The Deliverables

What the business must deliver

- For all Senior Staff to have received commercial training appropriate for their particular roles and responsibilities.
- Commitment to the appropriate level of commercial awareness training for relevant staff.
- Identification of those positions which require professional procurement or commercial skills and appointment of specialists into the post.

What the Senior Commercial Team will deliver

- **Professional Commercial Training**; developing existing procurement and commercial staff through professional training (e.g. CIPS), secondments and mentoring. Heavy emphasis on contract management and supplier relationship management.
- **Commercial Awareness Training**; undertake a training skills analysis and work with Border and Immigration Agency Learning and Development Centre in order to provide commercial awareness training for all relevant staff including a “master class” for Senior Managers.
- **Succession Planning**; targeted external recruitments for procurement and commercial vacancies.
- **Commercial Accelerated Development Programme (CADP)**; fast-track equivalent for developing in-house commercial specialists.

Next Steps

Annex B provides the delivery timeline for the Senior Commercial Managers (SCM) Forum deliverables, broadly:

- Year 1 will deliver scoping, piloting and implementing; and
- Year 2 will deliver wider roll-out and embedding.

This Strategy will be regularly reviewed to ensure ongoing alignment with the Agency’s strategic objectives. It is planned that a significant review of progress and continued alignment will take place 18 months following initiation.

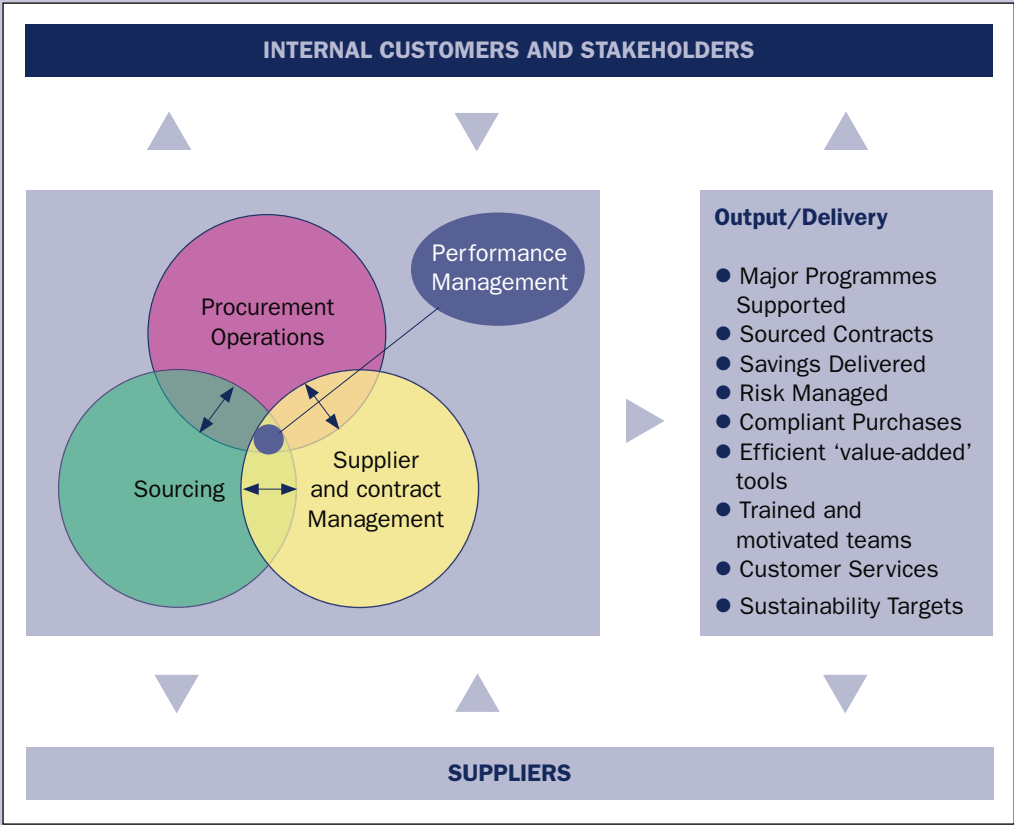
Success will be measured by the SCM Forum against the relevant delivery timeline, and Key Performance Indicators (KPIs) will be developed by the SCMs. Progress will be reported six-monthly to the Board by the RMD Strategic Director.

Annex A: The Wider Context

The Border and Immigration Agency’s Senior Commercial Team, represented by the SCM Forum (see pages 20 and 21), ensures that the Agency operates within the best practice and legal frameworks of the Home Office, the Office of Government Commerce (on behalf of wider government) and the European Union. Alignment and compliance is essential in the ongoing delivery of commercial best practice and in achieving value for money.

Home Office Commercial Directorate

The Home Office Commercial Directorate (CD) has implemented a Procurement and Commercial Operating Model. This is shown in the diagram below. The principle of this operating model is that success will be achieved across the Home Office Group commercial activities by applying equal importance and effort throughout the end-to-end procurement process of sourcing, buying and managing.



Focused on delivering a Relevant Balanced Procurement/Commercial Service

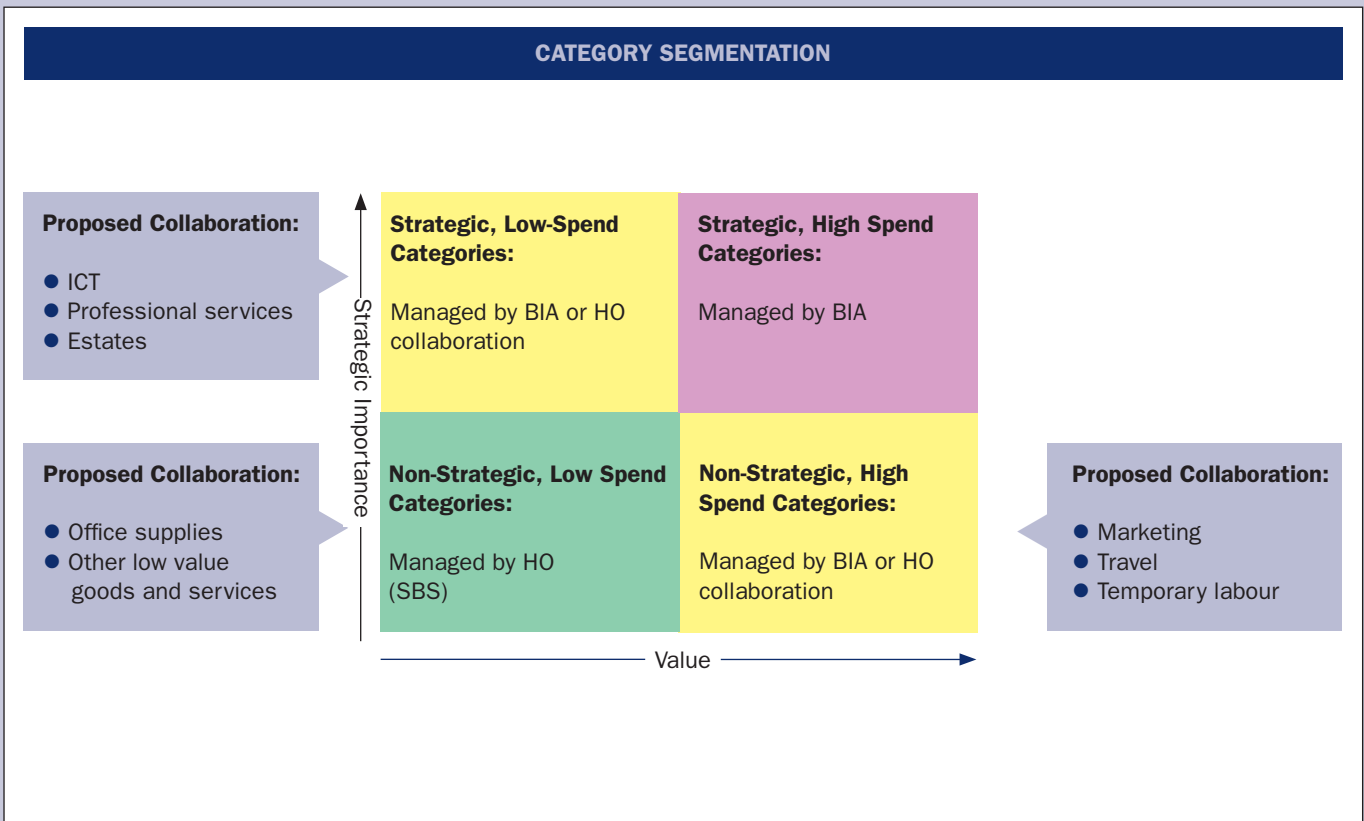
The CD is also seeking to identify those spend categories appropriate for delivering best value for money from economies of scale achieved by Home Office Collaboration. This will be implemented by segmenting the total supplier base as shown in the diagram below.

Those suppliers and/or requirements that are managed by the Border and Immigration Agency directly, and those which are best managed as a Home Office Collaboration will be decided based on best commercial sense.

Office of Government Commerce and the EC Legislation

The Office of Government Commerce (OGC) is the central body established to work with public sector organisations on procurement best practice. UK Government procurement policy is centred on:

- buying the products it needs under a fair and open competitive tendering process;
- guarding against corruption; and
- achieving value for money.



The OGC is also responsible for the Gateway Review process; an independent examination of a programme or project at key decision points in its lifecycle. In central civil government the Gateway Review process is mandatory for procurement, IT-enabled and construction projects and programmes.

The UK government policy has been set within the framework of EU procurement legislation. Its aim is to ensure fair and open competition across European borders. In reality, the exposure through the Official Journal of the European Union (OJEU) is international and provides an extremely effective mechanism by which to advertise needs. The open-ness and transparency of the process ensures that all market avenues can be considered and therefore gives confidence that the 'best' supplier has been selected.

The EU has set minimum thresholds of contract value above which the approved sourcing routes must be applied. This threshold is relatively low and covers much of the Agency's requirements, particularly as it includes the whole life cost of a requirement. At the time of going to print the threshold is £93,738 or €137,000 for Supplies and Services (increasing to £3.6m or €5.3m for Works). Minimum timescales for different stages in the process also apply.

More information can be found at:

Office of Government Commerce
www.ogc.gov.uk

Government Accounting
www.government-accounting.gov.uk

Tenders Electronic Daily
<http://ted.europa.eu>

Improving Efficiency

Further opportunity to improve efficiency is afforded by Electronic Procurement systems. These are advantageous as they provide transparent audit trails, enforce compliance to best practice (e.g. separation of duties) and will often save time and money. The OGC (OGCbuying solutions) has frameworks in place to encourage and facilitate public sector adoption of eProcurement.

Further information is available at:
www.ogcbuyingsolutions.gov.uk

Annex B : High Level Delivery Timeline

Year 1: Scoping, piloting and implementing

- 1 April 2007 Launch
- > Border and Immigration Agency (Shadow Agency Status)
- > Regional Organisation Model

This Timeline is a living document. The Commercial Director has responsibility, via the Senior Commercial Managers' Forum, to review the Delivery Timeline on a quarterly basis to ensure its ongoing alignment with Agency priorities.

Financial Year 07/08	Q1 April-June	Q2 July-September	Q3 October-December	Q4 January-March
<p>Objective 1: New Commercial Capabilities</p>	<p>Determine year-on-year efficiency savings targets with Finance and Planning Directorate and Home Office Commercial Directorate.</p> <p>Deliver Contract Management (CM) manuals within Detention Services.</p> <p>Implement market intelligence database within Managed Migration.</p>	<p>Determine scope and process for reporting efficiency savings across BIA.</p> <p>Pilot Supplier Relationship Management (SRM) Framework within Asylum.</p>	<p>Launch pilot for reporting savings.</p> <p>Identify those suppliers to be managed formally by SRM.</p> <p>Implement audit (AAU) recommendations of the Contract Management manuals review in Detentions.</p> <p>Implement central Contracts Database.</p>	<p>Implement SRM Framework across BIA.</p> <p>Finalise Contract Management manuals in Asylum.</p> <p>Finalise Collaboration Strategy.</p> <p>Scope bench-marking capability.</p>
<p>Objective 2: Challenge 'Status Quo'</p>	<p>Refresh the JAC guidance to include the introduction of Phase 0: Project Initiation and Phase 3: Benefits Realisation.</p> <p>Support the Strategic Director for Enforcement by leading the development of Contestability and influencing design of first wave of pilots.</p>	<p>Review JAC-related professional training, specifically the Business Case Workshop and Investment Appraisal course.</p> <p>Deliver, monitor and evaluate Contestability pilots.</p> <p>Develop Futures Market Engagement Plan.</p>	<p>Implement Futures Market Engagement Plan and determine how to achieve success in each business area.</p>	<p>Ensure all appropriate Senior Commercial staff attend the JAC-related training.</p> <p>Develop strategy for next phase of Contestability implementation.</p>
<p>Objective 3: Commercial Professionalism</p>	<p>Initiate the Commercial Accelerated Development Programme (CADP) pilot.</p> <p>Develop BIA Commercial awareness training needs analysis.</p>	<p>CADP candidates take up first post.</p> <p>Implement Strategic Director Commercial and Finance Master Class (with FPD).</p> <p>Scope procurement staff training, mentoring and secondment needs.</p>	<p>Scope commercial awareness training courses with BIA Learning and Development Centre.</p> <p>Implement professional procurement training, mentoring and secondment needs.</p>	<p>Review progress of CADP pilot.</p> <p>Review success of Strategic Director Master Class and scope future business need.</p>

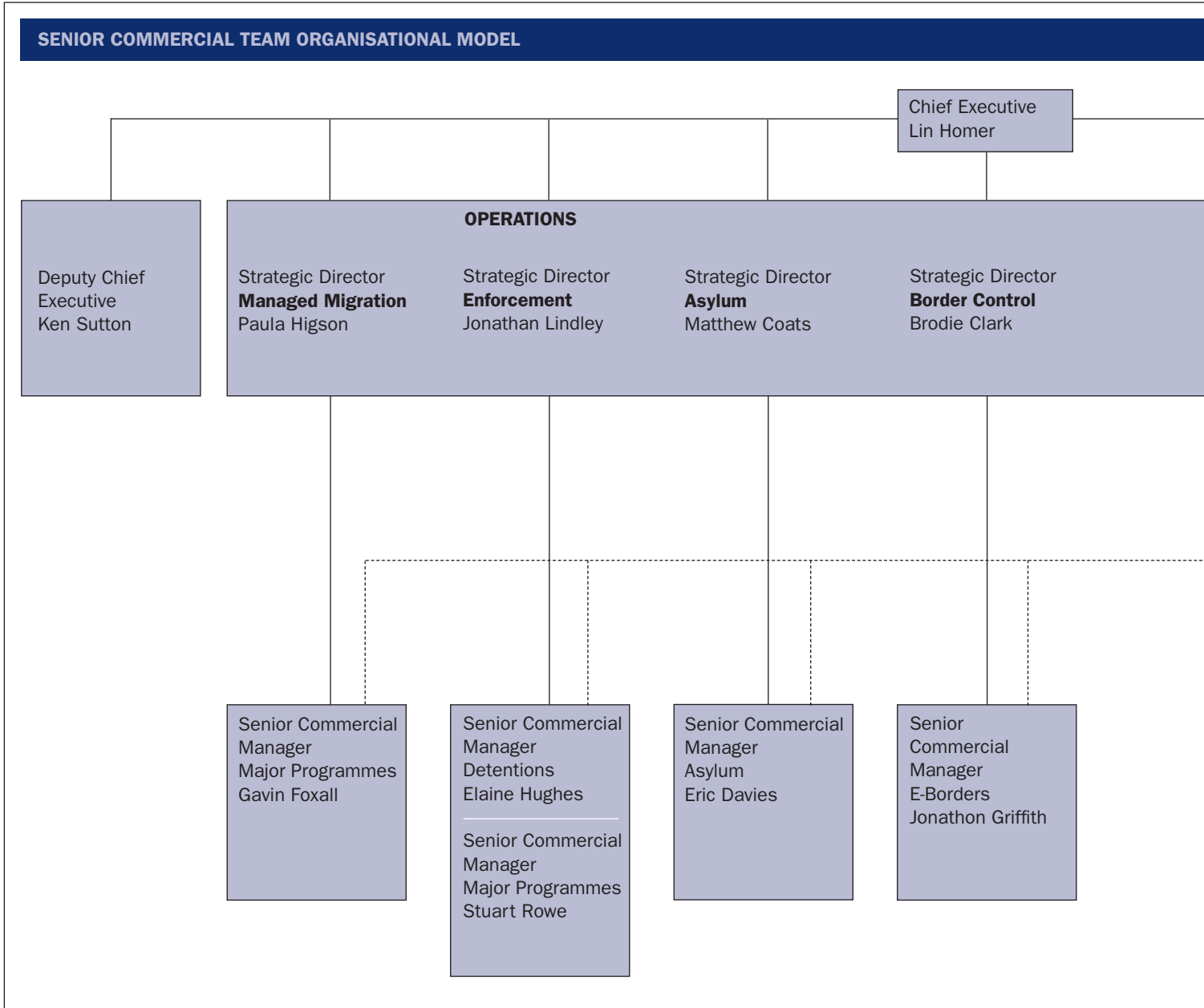
Annex B : High Level Delivery Timeline *continued*

Year 2: Border and Immigration Agency roll-out and embedding

	1 April 2008 Launch			
	> Full Agency Status			
Financial Year 08/09	Q1 April-June	Q2 July-September	Q3 October-December	Q4 January-March
Objective 1: New Commercial Capabilities	<p>Launch Framework for reporting savings across BIA.</p> <p>Review progress on the implementation of Contract Management manuals.</p> <p>Migration of all management information databases to the centre.</p>	<p>Contract Management manuals issued to all contract managers across BIA.</p> <p>Host a collaborative commercial event.</p> <p>Implement bench-marking capability.</p>	Review of progress to date and priority planning for next 18 months.	
Objective 2: Challenge 'Status Quo'	<p>Evaluate full year JAC KPI measurements. Produce future needs analysis and commence implementation.</p> <p>Review commercial input to Commissioning and/or Contestability.</p>	Identify new opportunities for challenge across BIA.		
Objective 3: Commercial Professionalism	Launch commercial awareness training courses.	<p>Review progress of pilot CADP to decide if CADP ongoing.</p> <p>Review professional procurement training, mentoring and secondment needs.</p>		

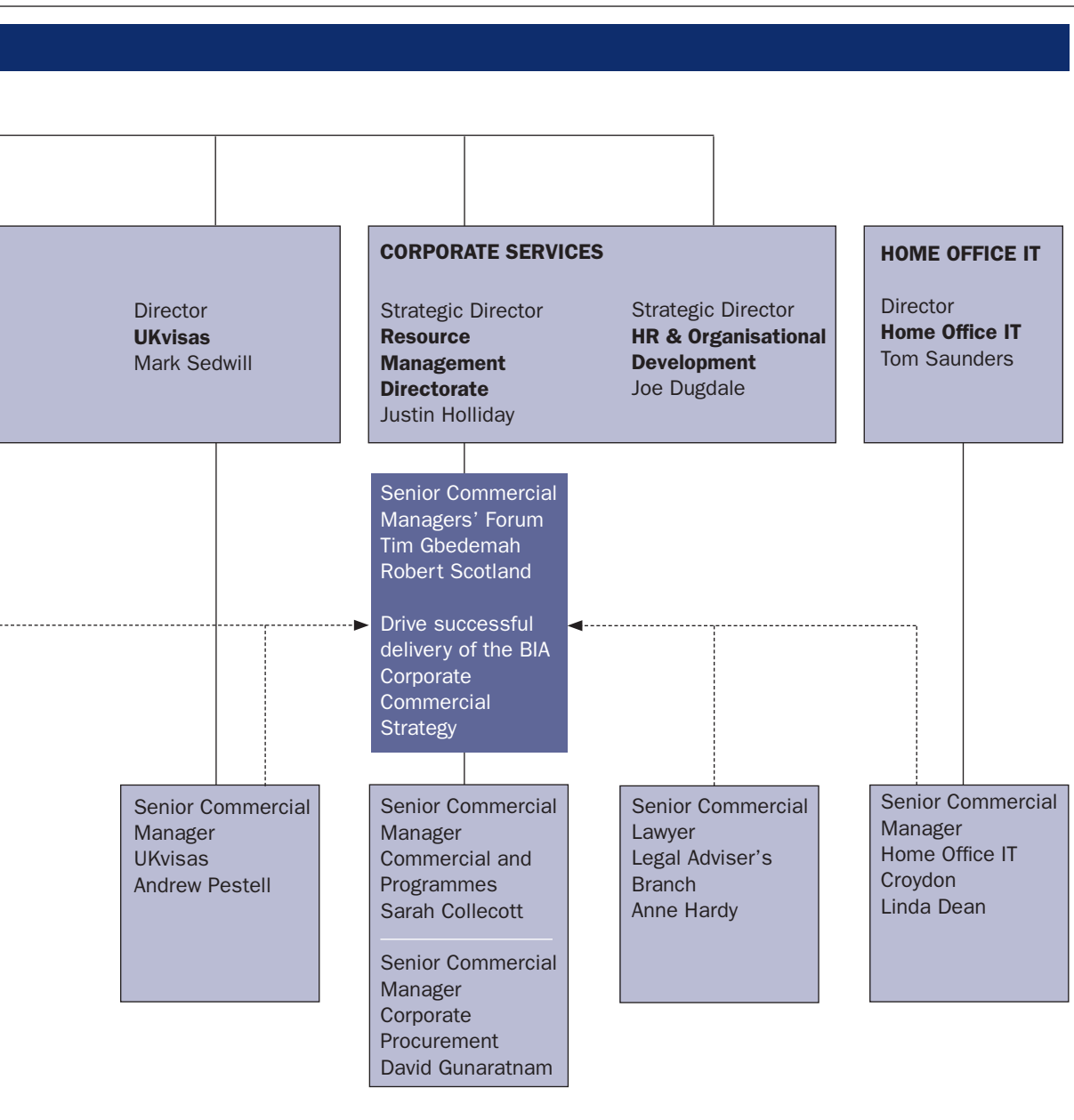
Glossary of Commercial Terms

Term	Meaning
AAU	Audit and Assurance Unit
CADP	Commercial Accelerated Development Programme – commercial fast-track equivalent
CIPS	Chartered Institute of Purchasing and Supply
Commissioning	Separating out the management of specifying service delivery from actual service delivery, i.e. the people who run a service are not those who specify the service, nor are they responsible for deciding whether the service is performing appropriately.
Contestability	Where the existing supplier, including the public sector, faces a credible threat of competition to all or some of the services that they deliver. This encourages suppliers to demonstrate that they are offering best value to the customer.
EC	European Commission
eProcurement	The use of an electronic system to acquire goods, works and services and to receive payments from third parties.
FPD	Finance and Planning Directorate
HONs	Home Office Notices
JAC	Joint Approvals Committee
KPIs	Key Performance Indicators
MI	Management Information
OGC	Office of Government Commerce; independent office of the Treasury that works with public sector organisations to gain the best possible value for money from procurement.
OJEU	Official Journal of the European Union
PID	Project Initiation Document
Procurement	The process of acquiring goods, works and services from either third parties, or through in-house provision
SBS	Shared Business Services; led within the Home Office
SCM	Senior Commercial Manager
SOBC	Strategic Outline Business Case
SRM	Supplier Relationship Management
VfM	Value for Money; the optimum combination of whole-life cost, benefits and quality to meet the customer's requirements.
Whole Life Cost	The cumulative year-on-year cost of a contract for its duration, including any extensions permitted.



The Commercial Director and SCMs will ensure that for every newly initiated investment project or programme, the appropriate professional commercial capability is provided. Regional Directors will receive full commercial support, as and when required, via the Senior Commercial Team.

Border and Immigration Agency Senior Commercial Managers (SCMs) are embedded within the business, in order to provide maximum support. Critical to the success of the Commercial Strategy is their central professional body, the Senior Commercial Managers' Forum. This



group meets monthly to facilitate professional information sharing and to gain a holistic view of the business. It is the Agency's interface to the Home Office Commercial Directorate.

The Forum reports to the Border and Immigration Agency Board via the RMD Strategic Director, and through a non-executive Director who champions the Forum.

Contact Information – Senior Commercial Team

Robert Scotland Commercial Director
Border and Immigration Agency
robert.scotland2@homeoffice.gsi.gov.uk

Sarah Collecott Senior Commercial Manager
Commercial and Programmes
sarah.collecott@homeoffice.gsi.gov.uk

Eric Davies Senior Commercial Manager
Asylum
eric.davies6@homeoffice.gsi.gov.uk

Linda Dean Senior Commercial Manager
Home Office IT Croydon
linda.dean@homeoffice.gsi.gov.uk

Gavin Foxall Senior Commercial Manager
Managed Migration
gavin.foxall@homeoffice.gsi.gov.uk

Jonathon Griffith Senior Commercial Manager
e-Borders Programme
jonathon.griffith2@homeoffice.gsi.gov.uk

David Gunaratnam Senior Commercial Manager
Central Commercial Team
david.gunaratnam@homeoffice.gsi.gov.uk

Elaine Hughes Senior Commercial Manager
Detention Services
elaine.hughes44@homeoffice.gsi.gov.uk

Andrew Pestell Senior Commercial Manager
UKvisas
andrew.pestell@fco.gsi.gov.uk

Stuart Rowe Senior Commercial Manager
Commissioning and Contestability
stuart.rowe9@homeoffice.gsi.gov.uk

Anne Hardy Senior Commercial Lawyer
Legal Adviser's Branch
anne.hardy8@homeoffice.gsi.gov.uk

Copies of this
publication can be made
available in alternative
formats.