



SIS-BUS-DOC-0008 Transition Out Plan

Immigration Facilities and Detainee Services Contract

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Version Control Sheet

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Change Control

Any requested changes to this document should be submitted to the PMO Director – s. 47F(1)

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1. Introduction

The Department of Home Affairs (the Department) has contracted Secure Journeys (SJ) to perform facilities and detainee services for the provision of garrison, facilities management, security, transport, and escort (T&E), welfare and engagement (W&E), and business services throughout the Immigration Detention Network (IDN), following completion of Serco's progressive transition out from each Facility.

This Transition Out Plan (the Plan) defines the agreed process for Serco to disengage from the delivery of Immigration Detention Facilities and Detainee Services (IDFDS) Contract, allowing SJ to take over responsibility for the network from Serco in an agreed staged manner. This plan enables that Serco to work alongside the Australian Border Force (ABF) and SJ to undertake an orderly and safe transition of the services being provided by Serco to SJ under the new Contract.

Serco understand that our requirement is to handover contracted services to the Department, who will facilitate the transition in of the new service provider. However, through the Joint Service Provider Forum, we acknowledge that the preferred approach to achieve this will be to also include representatives from SJ in handover forums, to facilitate an effective transfer of services. The proposed forums for the transition period at each facility have been outlined in this plan.

The Transition Out Period (the Period) commenced on 11 December 2024 and will continue for a period of 180 days (ending midnight Sunday night, 8 June 2025 Canberra time), unless a different date is agreed between the parties in accordance with clause 69.2(b)(iii) of the Contract. Serco will transition out of each Facility at the Handover Time (Local) on the applicable Transition Out Date (Facility) and Serco's obligations under the Contract for each Facility are removed from the scope of the Contract at that time.

The terms and conditions of the existing contract (including the Schedules) will continue to apply in full effect for the Period, as if the Term expired at the end of this Period (8 June 2025) and the conduct of this Transition forms part of the Services, in each case except as otherwise set out in the Attachments previously provided by the Department to Serco.

The aim of the planned transition between Serco and SJ is to:

- effect a seamless transition of services in line with arrangements that have been agreed with the Department and ABF, without any reduction in the scope and quality of services provided to people in detention and the customer.
- enable all parties understand and conduct delivery in a way consistent with the Department and ABF vision for the Immigration Detention environment and the Immigration Detention Values, whilst minimising costs and subsequent risk for the Department and ABF.

All parties, including Serco, SJ, the Department and ABF will work collaboratively to achieve these aims.

1.1 Scope

This Plan defines the requirements for Serco to disengage from all services under the IDFDS Contract in a staged manner by facilities. Actions required by SJ to deliver their agreed services will be detailed in their own transition in plan and this will be aligned to the Serco Transition Out Plan and outcomes wherever possible. A range of workshops and communications have taken place (and will continue throughout the Period) to facilitate alignment of requirements and outcomes as far as possible. Where information gaps have been identified and are not able to be addressed by the draft submission date, assumptions have been made for the purpose of operational planning.

This document and underpinning principles, deliverables, and outcomes will be common for all sites and provide the overarching framework for the transition of services from Serco to SJ. Localised Transition Out Action Plans as described in section 2.4, have been developed for each site as part of the Transition Out planning process. These plans will be delivered by the onsite teams and supported by the National Managers responsible for the service lines.

Following the submission of the Transition Out Plan, if Serco is subsequently directed by the Department to alter the transition out approach, scope or schedule, this Transition Out Plan and associated Transition Out Fee will be revised accordingly in line with the requested changes.

Serco will comply with all Transition Out obligations outlined in clause 69 of the IDFDS Contract and Schedule 2 Section 7 clause 3.4 and Schedule 6, clause 4.

1.2 Reference Material

Title	Author
Immigration Detention Facilities and Detainee Services Contract, clause 69, Schedule 2 Section 7 clause 3.4 and Schedule 6, clause 4	Department of Home Affairs

1.3 Abbreviations

Acronym	Description
ABF	Australian Border Force
ASR	Additional Service Request
DTS	Digital Technology Services
FDSP	Facility Detention Service Provider
FM	Facility Management
HSE	Health Safety and Environment
IAP	Individual Allowance Point
ICT	Information Communication and Technology
IDFDS	Immigration Detention Facilities and Detainee Services
IDN	Immigration Detention Network
IMPRC	Individual Management and Placement Review Committee
P&C	People and Capability
PMO	Project Management Office
SIS	Serco Immigration Services
SJ	Secure Journeys
T&E	Transport and Escort
W&E	Welfare and Engagement

1.4 Glossary

The following definitions are provided from Schedule 1 of the IDFDS Contract.

- **Commonwealth Records** - Records created by either Party or delivered to it by a third party for the purposes of the Contract. This will include records relating to matters between either of the parties, and Subcontractors, the agencies of the Department mentioned in the Contract, or any of them, but not including those Records which are specifically created and maintained by the Service Provider or its Subcontractors solely for its own or the Subcontractor's own use.
- **Department Asset** - All Department Assets and Items are defined in Schedule 2 Section 3 as follows:
 - (i) **Item** - Any item, including Assets, that is owned by the Department that is included on the Department Asset Register.
 - (ii) **Asset** - Any Item that is owned by the Department and recorded as greater than \$2,000 in value that is included on the Department Asset Register.

- **Department Asset Register** - the register of Department Assets provided and agreed on at the Commencement Date and maintained by the Service Provider in accordance with Schedule 2 (Statement of Work).
- **Department Representative** - any person acting for or on behalf of the Department and including Department Personnel.
- **Handover Time** - the **Handover Time (Local)** specified in the table at 3.6.1 for an applicable **Transition Out Date (Facility)**.
- **Incumbent Service Provider** - Serco Australia Pty Ltd or Australia Healthcare Pty Ltd, as the context requires. This may also refer to Serco Personnel as the context requires.
- **Loose Assets** - the assets described in the Loose Assets Register.
- **Loose Assets Register** - the register of Loose Assets maintained by Serco as set out in the Facilities Management Plan.
- **Material** - any material including documents, equipment, software, reports, goods, information, plans, charts, drawings, calculations, tables, and data stored by any means including all copies and extracts.
- **Records** - any documents, writing or material (including tapes or other electronic matter) including Detainees Records, business records and any other records created, developed, or designed for the purpose of providing the Services and may include biometric data and/or personal identifiers.
- **Successor** - the party who assumes responsibility for the provision of the services like any or all Services from Serco - [redacted] This is Secure Journeys (SJ).
- **Transition In** - the phase whereby the incoming Service Provider takes responsibility for the provision of the Services from the incumbent service provider in accordance with the Transition in Plan.
- **Transition In Period** - the period set out in Schedule 6 (Transition Requirements) of the Contract.
- **Transition In Plan** - the plan in Schedule 6 (Transition Requirements) to the Contract detailing how the Service Provider proposes to transition delivery of the services from the Incumbent Service Provider to SJ.
- **Transition Out** - the process of preparing for the cessation of the delivery of any or all the Services, including any handover to a Successor.
- **Transition Out Date (Facility)** - in relation to each Facility, the date specified in the table at 2.5.3 of this Transition Out Plan, when the new Service Provider is to commence delivering the full range of Services to that Facility.
- **Transition Out Plan** - [redacted] his plan [redacted]
- **Transition Steering Committee** - the committee established in accordance with Schedule 6 (Transition Requirements) and clause 5.3 of the Contract.

2. Governance

The Department has established a project governance framework that outlines a range of meetings and targeted workshop schedules to be maintained throughout the transition process. This framework covers stakeholders required to attend, and the frequency of meetings throughout the process. Minutes of these meetings are maintained by the Department utilising transcription software with actions provided to attendees periodically. Due to the split attendance nature of these workshops and some meetings, minutes are not provided with transcriptions available on request.

2.1 Nominated Representatives and Project Resources

Serco, the Department, and SJ have each nominated a representative who has the authority to act and make decisions on behalf of the party. Serco has nominated **s. 47F(1)** [redacted] as the Transition Director to act on our behalf and enable our obligations can be met.

Serco has a dedicated Project Management Office (PMO) to oversee the transition out project, including a Transition Out Director (above), Program Management Office (PMO), Lead, Finance Lead, People and Capability (P&C), Project Lead, and PMO Support, with these allocations being scheduled to 8 June 2025. All key contact details and workstream allocations have been provided to the Department and ABF for planning and ongoing communication.

Additionally, FM and Garrison Leads, together with Commercial and Procurement support services have been allocated periods to the transition.

2.2 FDSP Joint Service Provider Meeting (Steering Committee)

A customer Steering Committee has been formed to provide oversight of the transition process. The Steering Committee consists of representatives from the Department, ABF, Serco, SJ, and any other service providers (on an 'as required' basis). The committee is chaired by the Assistant Secretary, Contract and Services Management Branch and this may be delegated as required.

The Steering Committee meets at least weekly initially and then may move to fortnightly during the Transition, or as otherwise required by the Department.

2.3 The Steering Committee will be responsible for:

- Ongoing governance of the transition of the detention contracts.
- Managing the overall transition process.
- Managing project risks and issues.
- Enabling all contractual requirements to be met.
- Endorsing transition plans.
- Resolving issues escalated from the facilities.
- Providing strategic advice on key documents and milestones.
- Providing or facilitating the advice to the ABF Financial Delegate, as required.
- Endorsing various project strategies, processes, and documentation, including:
 - The Transition Project Plan
 - Audit Compliance Framework
 - Risk Management.
- Dispute resolution and service provider relationship management.
- Establishing site access provisions for the Successor.
- Generally contributing to the completion of the Project in accordance with the required timeframes.

2.4 Facility Project Team

An ABF Facility Project Team has been established at each facility to oversee the local transition of services. The Facility Project Team will support representatives from the Department, ABF, Serco, SJ, and any other service provider subcontractors (as required).

The Facility Project Team will meet at least every week during the lead up to and during the Transition Period, or as otherwise required by the Department. Any risk or issues that cannot be resolved at the facility will be escalated to the Steering Committee.

The Facility Project Team will be responsible for:

- Managing all aspects of the facility transition, including communication, deliverable management outcomes, action items, change control and risk management.
- Reviewing completed activities, deliverables, and milestones during the period.
- Reviewing upcoming facility deactivation activities, deliverables, and milestones.
- Reporting on project status, performance, and issues.

2.5 Transition Out Approach

S. 47E(d)

2.5.2 High-Level Transition Out Approach

Serco's approach to transitioning out of the Contract is designed to facilitate a seamless and efficient handover. This structured process involves comprehensive planning and governance, clear lines of communication and accountability, and close collaboration with all stakeholders.

Key Activities

- **Participation in Joint-Transition Workshops:** Initial workshops are progressing between Serco, SJ, the Department, and ABF to align all parties on the transition plan, activities and objectives. These workshops will continue through the transition period and inform the ongoing development of plans as required.
- **Site Preparation and Asset Reconciliation:** Serco has commenced site preparation activities, which have been documented in a site transition out checklist. Operational and ICT asset reconciliations have commenced to enable all physical and digital assets to be accurately accounted for and appropriately transferred or disposed of. The Department and ABF are investigating the feasibility of a 10% asset stocktake. This process will be finalised in advance of the agreed Transition out Planning release on 31 January and at the discretion of the Department, ABF, and Serco.
- **Staff Engagement:** Active and regular engagement has commenced with staff regarding the transition and employment opportunities. This has included written communications, as well as Town Hall briefings with the Operations Director and Transition Leadership Team. Preparation for the transition period includes provision of final rosters, and updated resource plans to address any gaps due to staff departures.
- **Operational Transition Out:** The operational Transition Out includes the final detainee care handover and formal handover of service responsibilities, including security and operations, welfare and engagement, facilities management, ICT cutover, garrison, transport and escort and business services at each facility and site. An internal mid-point review will be conducted to monitor that all activities are being completed as expected. In addition to regular checkpoints and outcome measurements, the final operational handover at each site will be supported by comprehensive documentation. All three parties will finalise this documentation between the end of the operational handover on 10 May 2025 and the cessation of the Serco contract on 8 June 2025.

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- To facilitate operational safety throughout the transition out process and operational handover, we will utilise existing Emergency Response Team (ERT) resources effectively and redeploy ERT staff across the network as required. This has been planned to coincide with the transition handover dates and utilises existing resources wherever possible. This specialist resource allocation will culminate with remaining ERT staff being deployed to the Melbourne Immigration Detention Center (MIDC) at the end of the project. Specifically, this will include s. 47E(d) members being deployed to Melbourne Immigration Detention Centre (MIDC) following the Villawood Immigration Detention Center (VIDC) transition to SJ. This deployment will be charged as part of the Transition Out Fee, as only s. 47E(d) members per shift are covered under the fixed fee at MIDC, with none included in any Additional Service Request (ASR). The associated costs will encompass travel, accommodation, and per diems. This strategic redeployment will enable operational safety to be maintained during the transition period, leveraging the expertise and readiness of the ERT staff to manage any emergencies that may occur.
- **Post-Closure Activities:** Serco will undertake offsite closure activities related to services, including the final upload of documentation and reporting to the Department and ABF. Additionally, Serco will finalise timesheets and payroll activities, and all Portal accounts will be closed. All ICT assets will be removed following the operational handover as agreed. Financial activities will encompass the closure of AMR/ASR billing, FM invoicing, and any outstanding goods receipting. Any remaining ABF records will be either handed over or archived as per the agreement.
- **Final Operational Handover:** We will complete the operational handover of the entire Immigration Detention network by 10 May 2025 and provide a comprehensive report to the Department and ABF by the end of the Serco contract on 8 June 2025. Each site will be handed over according to agreed parameters, and acceptance will be required from all parties involved.

3. Transition

3.1 Assets & Infrastructure

3.1.1 Assets & Infrastructure Management

Serco and the Department will inspect fixed and loose assets. The Department and ABF are investigating the feasibility of a 10% asset stocktake. This will be done at the discretion of the Department, ABF, and Serco for due diligence in accordance with CI 69.4 (b) and 69.5 (b) the Parties will jointly prepare and agree a report of the outcome.

In the event of any deficiency in the value of the equipment to be returned by the Service Provider pursuant to clause 69.5(a) from the value of the Loose Assets licensed by the Department to the Service Provider pursuant to clause 25.1 (allowing for Consumer Price Index adjustment and fair use and reasonable wear and tear), the Service Provider will immediately pay that difference to the Department or to a Successor as the Department may direct.

Photographic and or video evidence of infrastructure will be captured and collated to facilitate an accurate record of infrastructure. The Department will be provided with a copy of the photographic and video evidence for record keeping.

All Department Assets will be left in place for the Successor.

3.1.2 Facility Documentation

Serco will provide all relevant facilities related information and documentation to the Department. Agreement was reached in the Assets, Facilities and FFE working groups that this will consist of the following and be provided through a secure Government Portal:

- Full Asset Register
- FDS FM Supplier listing
- Cleaning Schedules
- 2025 PPM Schedules
- LCR CEP Submissions for 2024
- RM Tasks 1st Jan 24 - 20 Dec 24
- Annual Fire Safety Statements
- Pest Control Schedules
- Commercial Freezer Maintenance Plans

3.1.3 Serco Owned Stock & Consumables

Serco will have a level of stock on hand at the applicable Transition Out Date (Facility). This may include:

- Detainee clothing.
- Detainee consumables.
- Shop/canteen inventory.
- Facility Management inventory and spares.
- Catering supplies.
- Other operational consumables.

The Transition Out Plan assumes the following approach will be taken in terms of the management of consumables and food:

1. To ensure a seamless transition Serco will maintain stock levels at each Centre sufficient for operations until the date of transition for each location.
2. At the date of transition, a stocktake will be conducted for all inventory / consumables held at that time.
3. The value of the stock will be charged to the Department as a pass through cost, as will any associated disposal costs.

Serco will reduce holdings through attrition in the lead-up to the Transition Out Date (Facility). Sufficient critical items will be maintained.

3.1.4 Contracts and Leases

As requested by the Department, and to the extent Serco have been contractually permitted to do so, Serco has arranged for the novation of critical contracts to SJ and provided this information to the Department.

All Serco suppliers were given advanced notification of service end dates on 11 January 2025. This was in alignment with the transition out schedule provided by the Department.

3.1.5 Subcontractors

A list of all subcontractors currently engaged with Serco has been provided to the Department. Subcontractor engagements will end by the applicable Transition Out Date (Facility), scheduled to minimise disruption and impact on service delivery.

3.1.6 Assets

The transition of assets will be conducted in a structured and transparent manner to facilitate compliance with contractual obligations, minimise disruption to operations, and safeguard the integrity of all physical and digital assets.

Serco will remove any pre identified assets from the facility prior to the applicable Transition Out Date (Facility), but for other items, it may be necessary to remove assets after the applicable Transition Out Date (Facility) to minimise the impact on service delivery. This will be negotiated through the transition out period.

The asset transition process is categorised into three key groups: Departmental Assets, Operational Assets, and ICT Assets. Each category will be treated in accordance with its specific requirements, as detailed below.

3.1.6.1 Departmental Assets

The following approach reflects the latest discussions and positions taken in the Assets, Facilities and FFE working group:

1. **Transfer of Commonwealth Records and any other Department property including Department Materials** - Serco now understand that a GovTeams site be allocated and shared for the transfer of requested information. Provisions will be in alignment with the facility documentation outlined above.

Further, Serco requests a final listing of Garrison and Facility Management information that the Department requires to allow for resource planning to facilitate the finalised data package being supported in line with the transition dates.

2. **Return of Department Assets** - Regarding the requirement to attend the Contract Administrators joint inspections, Serco requests the suggested attendance dates and times for the joint inspections of the sites.
3. **Return of Loose Assets** - Regarding the requirement to attend the Contract Administrators joint inspections, Serco requests the suggested attendance dates and times for the joint inspections of the sites.
4. **Critical Spares Hand Over** - Regarding the reconciliation and formal hand over of critical spares held within the IDDFS Contract, Serco requests suggested dates for the joint inspection and hand over of the associated equipment.

During transition workshops with the Department and SJ, it was agreed that the Department will develop and implement a sampling model and process for ratifying the Departmental Assets onsite in alignment with the contract.

5. **Preventative Maintenance** - Where a site transition concludes within the calendar month rather than at the commencement or completion of a calendar month, Serco request information on which party

will be requested to complete the works within the calendar month. Serco does however recommend the following.

- a. Where a site transitions within the first three weeks of the calendar month, Serco will use best endeavours to complete works within the transition out period, however, we will deliver an outstanding works package to the department where unable to complete within the reduced timeline. In this eventuality Serco will charge the 'Management of Assets fee for the whole month in which the transition occurred.
6. **Reactive Maintenance** - Regarding the completion of Reactive Maintenance related to the final stages of a site transition, Serco requests information on the transfer of tasks unable to be complete prior to the completion of the sites transition. To mitigate the issues related to the matter, Serco suggest for consideration.
 - a. Suspension of new Priority 4 tasks from 30 days prior to site operational handover
 - b. Suspension of new Priority 3 tasks from 7 days prior to site operational handover
 - c. Suspension of new Priority 2 tasks from 1 day prior to site operational handover
 - d. Suspension of Priority 1 activities within 1 hour of operational handover
 - e. Serco will provide reported faults logged and their associated priority as part of the site handover package. This will be provided via a CSV file.
7. **Project Interface Officers (PIO)** - An Additional Service Request (ASR) has been approved by the Department with resourcing to continue until 31 March 2025.
8. **Capital Works - Major** ^{s. 47G(1)(a)} - Noting that IDFDS Contract Schedule 2 - Statement of Work - Section 3 - Subsection 2.10 (a) states that The Service Provider is not responsible for capital works, Serco recommends and seeks agreement to cease all works within the parameters set out between the CWI and Serco FM for Major Works in line with the timescales of the transition.
9. **Minor CapEX & OpEX works** - Due to the timelines associated scoping, submissions and approvals related to these activities, Serco recommend the following to mitigate future issues related to partial works completion and handover to the Department.
 - a. Progression of replacements under the minor works stream to cease 8 weeks prior to the completion of the related sites transition period where possible.
 - b. Any works related to the safety and security of the relevant site will continue to progress under existing Notification of Urgent Works processes during the 8-week exclusion period for the relevant site.
 - c. Serco will submit future works requirements details captured within the 8-week period to the Department at the end of the relevant sites transition period.
10. **Consumables, Chemicals, Canteen, Perishables** - The items within this request are related to, but not limited to the following service lines.
 - a. Catering
 - b. Cleaning
 - c. Canteen goods
 - d. Facilities Management
 - e. Programmes and Activities

Serco will reduce stock holdings as far as practicable during the transition out period and will deliver the works at minimum stock levels.

3.1.6.2 Operational Assets and Equipment

Serco is conducting a comprehensive audit of all operational assets and equipment currently onsite. As outlined in the Asset Management process under Section 3.1.1, Serco will compile and provide a detailed inventory of Serco-owned assets to the Department Facility Project Manager prior to their removal.

The transition process will include the following key activities:

- **Inventory Verification:** A final inventory of all operational assets and equipment will be prepared, validated, and documented to enable accuracy and completeness.
- **Asset and Equipment Handover:** Final agreement to be reached with the Department regarding ownership resulting in transfer to the Department or removal from site.

3.1.6.3 Serco ICT Assets

The Serco ICT asset register is currently being validated for all sites. These assets used by staff include thin clients, printers, Kaba clocks, tablets, mobile phones, laptops and network infrastructure. It also includes detainee chrome boxes and printers.

The process transition out of Serco's ICT assets is as follows:

- **ICT Asset Verification:** A final inventory of all operational assets and equipment will be prepared, validated, and documented to enable accuracy and completeness.
- **Removal from Site:** All ICT assets will be removed immediately following site handover.
- **Data Security and Disposal:** Disposal of ICT assets will be conducted using specialist services that comply with data security protocols and enable secure ICT waste disposal.

A full list of ICT assets for removal will be provided to the Department prior to asset removal from site as per the contract requirement.

Note that most ICT assets will remain onsite until completion of operational handover to SJ. Serco resources will require access to the site to remove remaining assets for a period of approximately 2-4 days post operational handover at each facility. This will be arranged in liaison with ABF and SJ.

3.1.7 Utilities

Serco will create a register of utilities that have been connected to facilities such as telephone, internet, water, gas, post office boxes, or any other utilities that include Serco as a signatory. This register will be given to the Department and SJ to help transfer the utilities.

3.2 Detainees

3.2.1 Managing Detainee Continuity of Care

To facilitate continuity of detainee care, in the ten days prior to transition of each facility, Serco will arrange the following:

- Schedule and chair a case conference at each facility to handover information for detainees receiving welfare support.
- Representatives of the National Welfare and Engagement (W&E) team will attend sites to assist with this process (NAPOD excluded unless required).

Handover of information will apply to detainees:

- Approved for placement on the High Needs Register
- Complex Case Review Meetings
- Receiving Carer Services
- Receiving Positive Behaviour Support Services (Direct and Indirect plus referrals received during transition)
- Case Management Services (High Level of Support)
- Supportive Monitoring and Engagement (SME)
- Individual Management and Placement Review Committee (IMPRC)
- On a Behaviour Management Plan
- Minors (UAM / Accompanied)

Detainee Consent

Departmental advice is that detainee consent is not required for the purposes of information handover. Serco have assumed that the Department will advise detainees that this information has been provided to SJ to meet our collective Duty of Care responsibilities to each detainee.

High Needs Register

Serco will provide copies of the high needs profile for each detainee during handover.

Serco will formally notify the Contract Administrator of the administrative closure of the high needs profile for each facility on the day of transition.

Complex Case Review (CCR) Meetings

Serco National W&E will schedule a final CCR meeting at each facility in the ten days prior to transition date, extending an invitation to representatives from SJ.

At the final CCR Meeting, Serco will close the CCR file for each detainee on the facility's agenda.

Carer services

Owing to the complexities and number of stakeholders involved in the provision of carer services, Serco recommends a joint workshop with SJ to determine the most practicable process for transition.

Serco will however provide copies of the DHSP clinical recommendation for each service.

Positive Behaviour Support Services (PBSS)

- 1 month before the transitioning out date: PBSS will continue to receive PBSS referrals with the clear expectations that no new PBSS documents will be developed.
- Two weeks prior to the transitioning out date: PBSS will accept referrals for handover but not action any new referrals. These two weeks will be used to exit any existing referrals.
- During this transition out period, all engagement and service delivery will be recorded via PBSS case notes.

Serco will provide copies of the following documents:

- Direct Support - Behaviour Support Plans (developed in collaboration with the person in detention).
- Indirect Support - Interaction Guidelines (guidelines for staff).
- Referrals received during the transition period.

Case Management Services (CMS)

Serco will provide a copy of each detainee's last Individual Case Plan (ICP), giving visibility of existing ICP actions.

Where a person in detention is receiving a high level of support, Serco will provide a verbal summary of their individual situation during the joint case conference. For the remaining detainees receiving medium and standard level of support, ICPs will be provided but no in person handover of information.

In the period prior to the facility transition date, all ICPs will cease to be completed. W&E engagements with detainees will be recorded via case notes during this period. For detainees who arrive in the nine-day period prior to facility transition date, refer to New Arrivals section further below.

All ICP actions will be administratively closed when a detainee is discharged on Serco's Case Management System.

Supportive Monitoring and Engagement (SME)

Serco assumes the DHSP will engage SJ regarding their attendance at each facility's daily SME meetings during the agreed handover preparation period.

Serco will provide the Department and SJ copies of all active SME plans during the period prior to transition as well as a brief summary of observations during the joint case conference.

Serco assumes the DHSP will provide Serco notification to close SME plans at the time of transition in order for Serco to cease SME while simultaneously issuing a SME plan to SJ to commence SME, facilitating the continuity of SME, specifically with regards to 'High Imminent' SME.

KeepSAFE

In the 24-hours prior to transition, Serco will notify SJ of any detainee placed on Serco's KeepSAFE as well as the outcome from the DHSP's clinical assessment, if received prior to the time of transition.

Where KeepSAFE results in the detainee being placed on SME, Serco will provide SJ is provided with the SME plan and include a comprehensive briefing and handover at the time of transition.

In instances where the clinical assessment is concluded after the time of transition, Serco assumes the DHSP will notify SJ directly for any commencement of SME.

Individual Management and Placement Review Committee (IMPRC)

Serco will schedule a final IMPRC meeting at each facility in the ten days prior to transition, enabling representatives from SJ to attend.

At the final IMPRC meeting, Serco will close the file for each detainee on the facility's agenda. The IMPRC will occur in the ten days prior while Nat W&E is onsite. It will close out all the actions and be the final IMPRC meeting chaired by Serco locally. This final meeting will serve as an administrative closure of the IMPRC with a consistent note in the minutes of every meeting. The intention is for SJ to attend this meeting.

Additional

- Enhanced Monitoring

From time to time, Serco utilises Enhanced Monitoring as a mechanism for supporting detainees. Details of active Enhanced Monitoring will be provided during the joint case conference as well at the time of transition.

- New arrivals

Serco's Case Management Service commences at the time a person arrives in detention. The information gathered from this point on is used to inform their Initial ICP.

For detainees who arrive in the nine-day period prior to the facility's transition date, an Individual Needs Assessment (INA) will not be completed. Serco will instead provide SJ with a copy of that detainee's Brief Welfare Assessment (BWA). In the case where the Initial ICP is due in this same period, Serco will instead provide a copy of the detainee's INA. Additionally, any available information about the detainee's welfare needs will be shared during the joint case conference.

- Minors

If applicable, Serco will facilitate a comprehensive handover of information on minors (accompanied or unaccompanied) during the joint case conference.

Should a minor (accompanied or unaccompanied) arrive between the case conference and transition date, Serco will arrange a trigger case conference.

Unaccompanied minors receive Status Resolution Support Service (SRSS) care service arranged by the Department, but Serco will include available details in the handover of information.

Cultural and Religious events

Continuity of service where key religious and cultural events occur during a facility's transition period will be managed at a site level, supported by the National W&E team.

3.2.2 In-Trust Property

Records of detainee property held in-trust are contained in the Detainee Dossiers. A handover of detainee property will be conducted at each facility between Serco, SJ, and the Department. This will include provision of a data file reflecting the final status of detainee property (in-trust, in possession, valuables, abandoned, unclaimed) as-at operational handover.

Any outstanding mail items on the date of handover will be handed over to SJ for processing.

SJ will sign for the property, which will be left in its current location. Before the applicable Transition Out Date (Facility), Serco will work with the Department to resolve any outstanding issues surrounding property where possible.

3.2.3 Abandoned Property

Serco is currently working with the Department to process abandoned property throughout the IDN. A large number of items are currently with ABF Service Delivery Teams for processing.

Any outstanding abandoned property items at the date of handover will be signed over to SJ for processing.

3.2.4 Detainee Dossiers

Where a detainee has left a facility, the detainee's dossier will have been returned to local ABF representatives.

For detainees held at a facility at the applicable Transition Out Date (Facility), Serco, SJ and ABF will conduct a joint audit in advance of the applicable Transition Out Date (Facility), to verify that all dossiers are present. SJ will then accept custody of the documents at handover. These dossiers will be left in place for use by SJ as they take responsibility for the people in detention.

3.3 Commonwealth Records

Note that the first transition workshop with the Department for Commonwealth Records Transfer and Archiving was held on Tuesday 14th January 2025, with further discussions required to finalise the agree the approach and process for the transfer of Commonwealth Records.

3.3.1 Operational Records

Serco will provide operational documentation to the Department as required under the Contract. Serco will develop a list of these items as part of a Service Delivery Information Package, including the currency of each document.

This information includes:

- complete Commonwealth Records and any other Department property including Department materials.
- all Department Confidential Information.
- all information about People in Detention contained in any database or file.
- any statistical data or information contained in any table or schedule prepared in the performance of the Services.
- Business process flow charts, procedures manuals, plans, policies, reports, pro-forma documentation, activity schedules, work product examples, organisational charts, skills details for Service Provider Personnel and any other documents of a similar nature necessary for an alternative service provider to assume responsibility for providing the Services.

3.3.2 Hardcopy Records and Archiving

Each facility will complete the archiving process for hardcopy logs and registers. This will be completed in accordance with Serco's Control of documents and records procedure (SIS-QMS-DOC-0012), and the Serco Archiving Register (SIS-QMS-REG-0010).

Serco will discuss at the Transition Steering Committee the best method for all archived hardcopy records to be physically transferred to the Department at the cessation of the Contract, for long-term storage by the Department.

3.3.3 Department Information Systems

Where staff cease employment with Serco, access to Serco and Department information systems will be terminated. Serco will request that the Department terminate staff access to the Service Provider Portal system after the applicable Transition Out Date (Facility).

As part of the transition at each facility, any passwords or access controls to Department information systems operated by Serco will be transferred to the Department or SJ. This includes systems such as biometrics, security and CCTV that may be operated onsite.

3.3.4 Digital Records

Copies of audio and/or visual Commonwealth Records (including digital records and surveillance camera records) will be transferred to the Department. The method of transfer and supporting processes will be agreed by the Departmental Records and Archiving Working Group once it is finalised.

3.4 Personnel

3.4.1 Staff

Serco's approach to transitioning staff to SJ will be to facilitate that a defined and consistent approach being taken. Key elements of this include:

- Early and close consultation with both the Department and SJ.
- Discussions with SJ regarding:
 - Their approach to offering employment opportunities to current Serco staff.
 - Communications to staff.
 - Approach to consultations with unions about industrial relations issues.
- Regular detailed briefings and communication for staff on progress of the transition and their opportunities for employment with SJ.

Once the approach has been agreed with the Department and SJ, Serco will facilitate access to staff by SJ, including road shows, town hall meetings, and dissemination of information. Serco is actively encouraging and supporting its staff in their applications to transfer to the new provider, SJ.

Given the uncertain environment for staff during such a period, it is important that staff turnover is closely monitored so that adequate staffing, recruitment, and training are maintained to operate the detention networks safely and securely.

3.4.2 Training

Serco has provided a list of training requirements and providers to the Department. For training provided by external vendors, the Department will seek quotes for training directly with those organisations as required.

Training provided by Serco is specific to our internal policies and procedures and will be replaced with training by SJ.

3.4.3 Proposed Staffing Arrangements

As the transition out progresses, Serco will provide the Department with updates on changes to staffing arrangements necessary to affect the Transition Out Plan and facilitate continuity of Service.

3.4.4 Communication and Stakeholder Engagement Protocols

Serco have developed a communication plan to support the transition out activities with the aim of maintaining trust and confidence during the transition period. The communication plan considers a wide range of stakeholders, including Serco's operational frontline personnel and leadership, contractors, and the incoming service provider. It also addresses the needs of external stakeholders such as the Department of Home Affairs, ABF and unions.

The plan outlines specific actions and approaches for each stakeholder group, enabling that everyone to be kept informed and engaged. To support operational stability, detainee communications will be delivered by the Department and / or Serco during the transition period up until the time of handover.

Serco will provide the Department with updates regarding to communication and stakeholder engagement activities relating to Transition Out activities through the established weekly Joint Services Provider Meeting.

3.5 Service Provision

Serco will continue delivering all Services commenced under the Contract in accordance with the Contract until an agreed applicable Transition Out Date (Facility) is confirmed by the Transition Steering Committee.

Serco will continue delivering all Services under the Contract in accordance with the Contract until the agreed handover date is achieved. During the transition period, the service provider with operational control of each facility will be solely responsible for the provision of resourcing and management of all services at that facility until the agreed time of handover. This includes, but is not limited to, incident management and the provision of an emergency response team capability.

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3.6 Final Transition Out

3.6.1 Transition Out Date and Time

Operational handover will occur at **6pm** local time on the specified handover day.

Facility	Transition Out Period	Transition Out Date (Facility)	Handover Time (Local)	Handover Time (Canberra)
Perth IDC	17/02-05/03	06/03/2025	6:00pm	9:00pm
Yongah Hill IDC	17/02-05/03	06/03/2025	6:00pm	9:00pm
Christmas Island IDC	07/03-16/03	17/03/2025	6:00pm	10:00pm
Northern APOD IDC	07/03-16/03	17/03/2025	6:00pm	7:30pm
Brisbane IDC	18/03-27/03	28/03/2025	6:00pm	7:00pm
Villawood IDC and Miowera	29/03-15/04	16/04/2025	6:00pm	6:00pm
Melbourne IDC	17/04-27/04	28/04/2025	6:00pm	6:00pm
Adelaide IDC	17/04-27/04	28/04/2025	6:00pm	6:30pm
Final Operational Handover (ACT)		10/05/2025	TBC	TBC
Service Provision Requirement Post-Contract Expiry Ends (ACT)		08/06/2025	11:59pm	11:59pm

Note: Daylight Savings Ends Sunday 6 April 2025 at 3am

3.6.2 Handover Forums

To facilitate the nominated transition out period, Serco will establish a series of onsite transition out meetings with facility resources to facilitate the handover of information in the lead up to the applicable Transition Out Date (Facility). These forums will largely replicate the working groups established by the Department:

- Safe & Secure Operations (including additional session on Detainee Property)
- Case Management & Welfare
- Food & Catering
- ICT
- Assets, Facilities & FFE
- Records Management
- Transport & Escort and Fleet Management (including APODs)

Serco will maintain a formal record of attendees for each of the handover forums that are facilitated onsite, with sign-off by the Department / ABF and SJ of information received.

SJ will provide advanced notice regarding additional access requirements or forums needed during the transition out period to support their transition in plan.

3.6.3 Final information provided by the Handover Time on the applicable Transition Out Date (Facility)

Following on from the handover forums, a final position of services will be provided as part of the Transition Out by the Handover Time on the applicable Transition Out Date (Facility). This package will include the most up to date information regarding:

- PSP SME and KeepSafe
- BMP and HCA placement status
- Additional monitoring
- Visits schedule

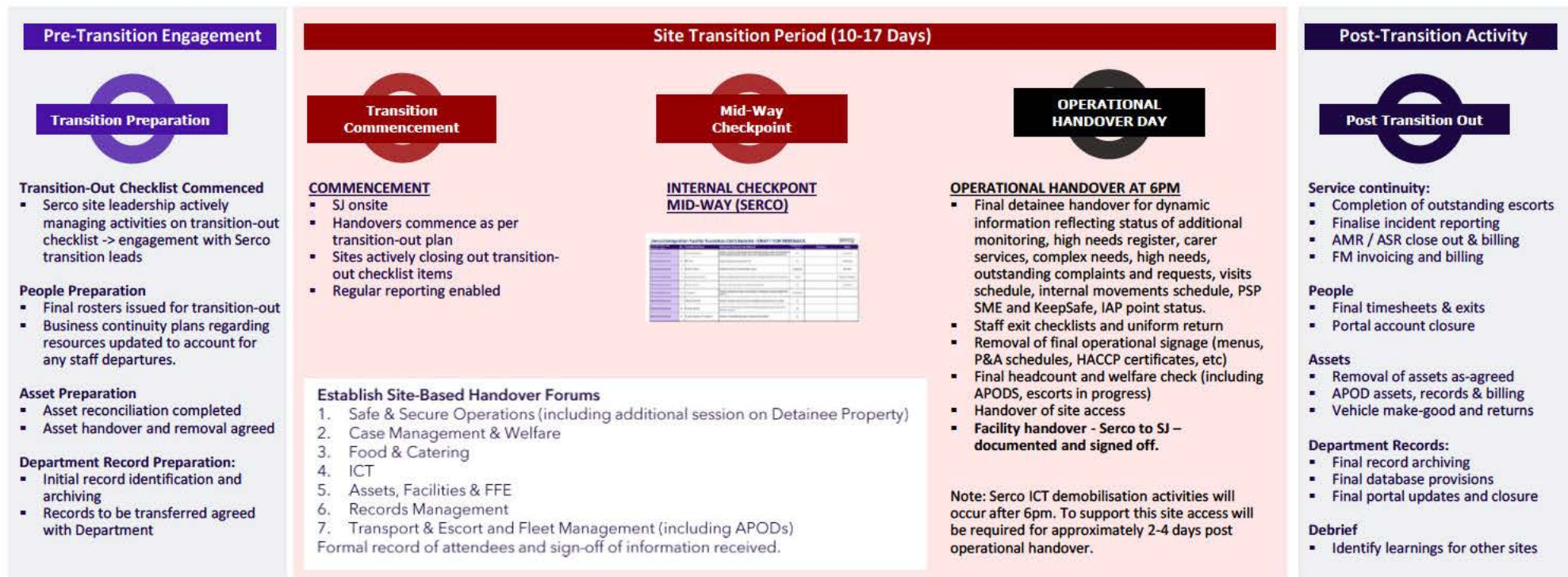
- High Needs Register
- Carer Services
- Detainee requests
- Incidents in-progress
- Outstanding complaints
- Detainee dietary, cultural and medical requirements for food service
- Incoming mail processing still outstanding
- Individual Allowance Points (IAP) status
- Detainee property status (in-trust, in-possession, valuable, unclaimed, abandoned)
- Detainee property requests
- Final Headcount / Welfare Check (including APODs and escorts in progress)
- Hard copy logs and registers
- Update on External Escorts in progress.
- Request for Service (RFS) for all scheduled future external escorts (Local/Domestic/International)

Note that information regarding the above will be covered in the handover forums throughout the transition period up to the Handover Time. The information package will reflect final positions to facilitate detainee continuity of care and reduce interruptions to service delivery.

Other matters covered in the final operational Transition Out will include:

- Final site inspection
- Handover of security systems
- Facility access including keys, swipe cards etc

Overview of Facility Transition Out Stages



3.6.4 Facility Transition Out Checklist

Serco have developed a facility transition out checklist which provides the outcomes Serco's leadership teams at facilities are required to achieve to complete Serco's transition out. Teams at these sites will work in collaboration with national and enabling services transition resources to ensure a consistent and comprehensive outcome across all facilities.

The transition out checklist is available in Appendix A.

3.6.5 Operational Handover Sign-Off

The Department is currently developing the mechanism for operational handover and sign-off and will advise Serco and SJ through the Transition Joint Service Provider Meeting.

3.6.6 Final Executive Operational Handover and Sign-Off

A final executive handover and sign-off will be scheduled with attendees from Serco, the Department, ABF and SJ.

On and from the Handover Time (Local) at an applicable Transition Out Date (Facility), Serco's obligations under the Contract for each Facility are removed from the scope of the Contract and from the IDN as it applies to the Contract. Correspondingly, as those Facilities are removed from scope, Serco will cease to receive an ongoing fee after once the Facility has transitioned out. At that point the Facility is no longer Serco's workplace, as defined under applicable safety legislation, and its safety obligations for that Facility are also extinguished. The same process will apply for each of the other Facilities.

3.6.7 Contract Finalisation and Close Out Activities

Following the site Transition Out Dates, Serco will complete contract finalisation throughout the period to 8 June 2024. These activities include but may not be limited to:

Service continuity and closure

- Final agreed contractual document completion and upload to Department portal
- End-to-end completion of any outstanding escort commercial processes, including provision of required documentation and billing.
- Serco APOD demobilisation activities including asset considerations, payroll finalisations, Departmental records and billing completion.
- Deactivation of outstanding ASIC passes
- Final reporting to Department on status of Portal Amendment Requests
- Decommissioning, make-good and return of T&E vehicles

People related activities

- Finalisation of incoming timesheets and Kaba clocking verifications
- Final payroll management for staff exits

ICT

- Notification of Portal and other Department ICT account closure requirements
- Revoking of Serco ICT system access
- Removal and disposal of agreed ICT assets from facilities
- Decommissioning of Telco links

Property and Assets

- Decommissioning of associated Serco offices and training facilities
- Removal and / or disposal of outstanding assets as agreed with Department

Finance and Commercial

- Final invoicing and billing to Department, including supporting the Department with billing queries
- Management and close out of Facilities Management tasks including subcontractor invoices
- Close out outstanding goods receipts / purchase orders
- Support Accounts Payable to ensure timely settlement of final vendor invoices
- Collection and reconciliation of petty cash
- Credit card cancellations
- Insurance changes and removals
- Oversee surrender and cancellation of bank guarantee

3.7 Dependencies on Department, ABF and SJ

The following table outlines Serco's dependencies on the Department and / or SJ to affect a seamless transition out of services.

Dependency	Relating To	Description
Clear Handover Requirements	Department / ABF	A formal handover process will be in place for each site and for the final operational handover with agreed documentation and execution.
Asset Handover	Department / ABF	Final agreements on asset reconciliation and handover mechanisms will be established by 31 Jan 2025 to enable the transition.
Commonwealth Records and Archiving	Department / ABF	A final agreement regarding the scope and approach to Department Records Transfer and Archiving is to be agreed by 31 Jan 2025.
Access to Systems and Data	Department / ABF	The Department will ensure Serco retains access to necessary systems and data (e.g. Portal, BAMS) for all sites until the 8 June 2025. Serco will advise the Department when individual user accounts should be deactivated, following standard BAU processes. The Department will not restrict access to any systems necessary to service delivery, acknowledging that Serco may be required to deploy staff to alternative sites to maintain business continuity during the transition.
Negotiation Timeframe related to existing Monthly Performance Reports (MPRs)	Department / ABF	Discussion and negotiation with the Department to finalise MPRs up to and including December 2024 as well as any 2025 measurable items.
Final Department Invoices and Payments	Department / ABF	The Department will finalise all outstanding payments in a timely manner to support the end of service provision date of 8 June 2025.
Access to Facilities and	SJ	A final determination will be made regarding facility access requirements, including the specific office space needed, the number of people to be accommodated and any additional

Dependency	Relating To	Description
Resourcing for Transition Out		activities required (beyond those outlined in this plan) to facilitate a smooth handover.
Facilitated access to Facilities post-handover	SJ	Serco will require personnel to access facilities post operational handover for the purpose of removing agreed remaining assets. In particular, this will be required for the removal of ICT assets which will largely occur post-handover and is anticipated to take up to 2-4 days per facility.

Plan

Business Services Plan

Document Details

Document Reference	SIS-BUS-DOC-0001 Business Services Plan
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Applicability	Immigration
Approval Date	01/10/2024
Date for Next Review	01/10/2025
Document Owner	General Manager, Operational Assurance

Amendment Details

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1.2	Minor Updates	25/05/2011
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2.0	2012 Update	13/04/2012
3.0	2013 Update	01/07/2013
4.0	2014 Update, incorporation of DIBP feedback	10/01/2014
5.0	Update to Reflect Facilities and Detainee Services Contract 2014	11/03/2015
	2018 Document Review 27/02/2018	
6.0	2020 Document Review	28/09/2020
7.0	2021 Document Review	15/09/2021
8.0	2022 Document Review	25/10/2022
9.0	2023 Document Review	31/08/2023
10.0	2024 Document Review	01/10/2024

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1 Introduction

Serco Immigration Services (Serco) provides detention services to the Commonwealth throughout Australia. We operate a range of facilities, including Immigration Detention Centres (IDC) and Alternative Places of Detention (APODs).

The purpose of this Business Services Plan (BSP) is to identify how Serco will deliver business services across all sites in a consistent manner. This includes identifying business objectives and corporate themes and initiatives to improve services.

1.1 Scope

This Business Services Plan is intended to underpin the effective delivery of Business Services. This includes:

- reporting and governance
- development of plans, policies and procedures
- management and training of staff
- management of Commonwealth records
- provision of Information Technology (IT)

1.2 Application

This Business Services Plan applies to:

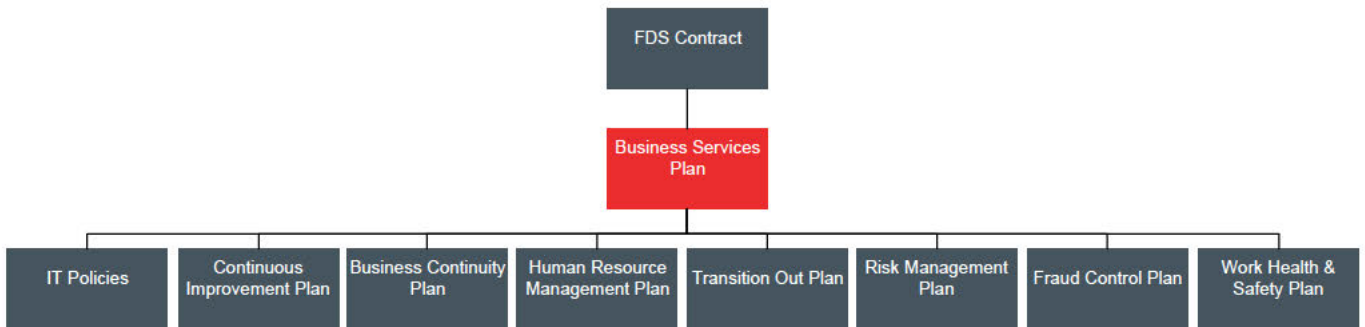
- Serco staff
- Serco operational relationships with the Department of Home Affairs (the Department) and service providers, contractors and suppliers

1.3 Reference material

Table 1 – Reference Material

Reference	Title	Author
	Immigration Detention Facilities and Detainee Services Contract	Serco/the Department
	Business Continuity Plan	Serco
SIS-BUS-DOC-0009	Fraud Control Plan	Serco
SIS-BUS-DOC-0010	Risk Management Plan	Serco
SIS-BUS-DOC-0012	Human Resource Management Plan	Serco
SIS-BUS-DOC-0013	Continuous Improvement Plan	Serco
SIS-BUS-DOC-0011	Transition In Plan	Serco
SIS-BUS-DOC-0008	Transition Out Plan	Serco
SIS-QMS-DOC-0012	Control of Documents and Records	Serco
SIS-OPS-PPM-0042	Professional Conduct PPM	Serco
SIS-OPS-PPM-0029	Reception, Induction, Transfer and Discharge PPM	Serco
SIS-OPS-PPM-0052	Privacy PPM	Serco
SIS-OPS-PPM-0066	Incident Management PPM	Serco

1.4 Document Hierarchy



1.5 Abbreviations

Table 2 – Abbreviations

Acronym	Description
ABF	Australian Border Force
AFP	Australian Federal Police
APOD	Alternative Place of Detention
BCP	Business Continuity Plan
BSP	Business Services Plan
FDS	Facilities and Detainee Services
IDC	Immigration Detention Centre
PID	Person in Detention
QMS	Quality Management Systems
SIS	Serco Immigration Services

2 Business Objectives

Serco's corporate objectives, business objectives and corporate themes are described below.

2.1 Corporate Objectives

Serco's corporate objectives for the delivery of business services will ensure that services to people in detention are delivered in accordance with:

- the Department's Immigration Detention Values
- the Immigration Detention Facilities and Detainee Services Contract (the Contract)
- Serco Values
- Serco's duty of care to all people in detention
- all applicable laws, regulations and standards

2.2 Business objectives

Serco's business objectives for the delivery of immigration services are to:

- provide services to meet the Department's needs as defined in the Contract and Statement of Work

- proactively manage risks to prevent problems, issues and incidents affecting the good order and security of people in detention
- promptly, openly, fully and regularly communicate with Department / ABF concerning all issues affecting the well-being, safety, security of people in detention and the detention network
- ensure that people in detention are treated with dignity, respect and in accordance with the understanding of individual and special needs
- ensure that the Department / ABF and Serco's duty of care for the fair and reasonable treatment of people in detention is implemented in service delivery
- invest in the development of our staff in the delivery of services, with particular emphasis on the practical delivery of Immigration Detention Values and the Code of Conduct.
- continually and systematically improve our quality, environmental, safety, security, food safety and risk management systems
- ensure consistency across all facilities

2.3 Serco Values

At its most senior management levels, Serco has defined its corporate values, communicated them extensively to its staff and modelled their application to ensure a commonly understood base that can be consistently applied across the company.

Serco Values define the way we will run and grow Serco. They set out the services we wish to provide, our behaviours and the way we manage. They ensure we are all working from a commonly understood base that can be consistently applied across our organisation.

1. our Values – the behaviours we expect to see:
 - Trust
 - Innovation
 - Care
 - Pride
2. our Business Model – the way we wish to build the business:
 - long term relationships in which there is an opportunity for continuous improvement, organic growth and value creation
3. our Business Offering – the services we wish to provide:
 - assured delivery of services, innovation and organisational change to help our clients in achieving their ambitions
4. our Organisational Model – how Group, Divisions and Business Services interact:
 - Group focuses on the external stakeholder relationships, setting the strategic direction for the Group and maintaining the appropriate controls on the underlying business
 - Divisions focus on delivering the value and growth
 - Business Services focus on helping the divisions achieve the right returns at the most cost-effective rate
5. Our Operating Principles – the principles by which we will manage the company:
 - we have a simple efficient organisation
 - we operate an effective governance framework
 - we encourage strong and capable leaders

3 Contract and relationship management

3.1 Partnering approach

Serco will work with the Department to deliver the services in the spirit of cooperation and good faith. We will take a collaborative approach to continuous improvement and work together as partners in improving service delivery. We are committed to the partnering principles defined in the FDS Contract, Schedule 3, 'Partnering Principles'.

3.2 Key roles

The following key roles have been nominated, with roles and responsibilities contained in the Human Resource Management Plan:

- Managing Director (Service Authority)
- Finance Director (Service Administrator)
- Operations Director
- Transition Director (nominated for Transition Out Period)

3.3 Code of Conduct

Serco staff are made aware of their duty of care through induction training and by signing the Code of Conduct on commencing employment. Copies of the Code of Conduct will be displayed in each Facility.

Further details of the staff responsibilities and consequences for any breaches of the Code of Conduct are contained in the Professional Conduct PPM (SIS-OPS-PPM-0042).

3.4 Consultation and coordination with the Department / ABF

Issues at a national level will be resolved between the Department's National Office and the Serco National Office in Canberra. The Justice and Immigration Services Managing Director will ensure that there are effective consultation and coordination arrangements in place with the Department. Formal national meetings where consultation and communication will occur are listed below:

- Annual Bilateral Meeting
- Quarterly Joint Service Delivery Forum
- Monthly Facilities and Detainee Service Provider Committee Meeting

Every facility has a Serco manager and a corresponding ABF manager usually at the Superintendent Level. These personnel form a close working relationship to manage day-to-day issues. Formal facility meetings where consultation and communication will occur are contained in section 8.2.

3.5 Coordination and integration with other service providers

Serco will work closely with other service providers. The Department / ABF will hold a Joint Service Provider Forum (JSPF) every quarter including Serco and the Health Services Provider. Serco managers will work closely with the Health Services Provider and any other identified service providers on a daily basis at each facility.

3.6 Memorandums of Understanding

Serco will work with the Department on any negotiated Memorandums of Understanding. Examples of these include support provided by state police or emergency services.

3.7 Cooperation with inquiries and investigations

Serco will cooperate with any enquiries, investigations or inquests launched or commenced by an advisory body, the Commonwealth and Immigration Ombudsman, the Australian Human Rights Commission, law enforcement agencies, Auditor-General, any Coroner or any other investigation as required by the Department.

3.8 Consistency across facilities

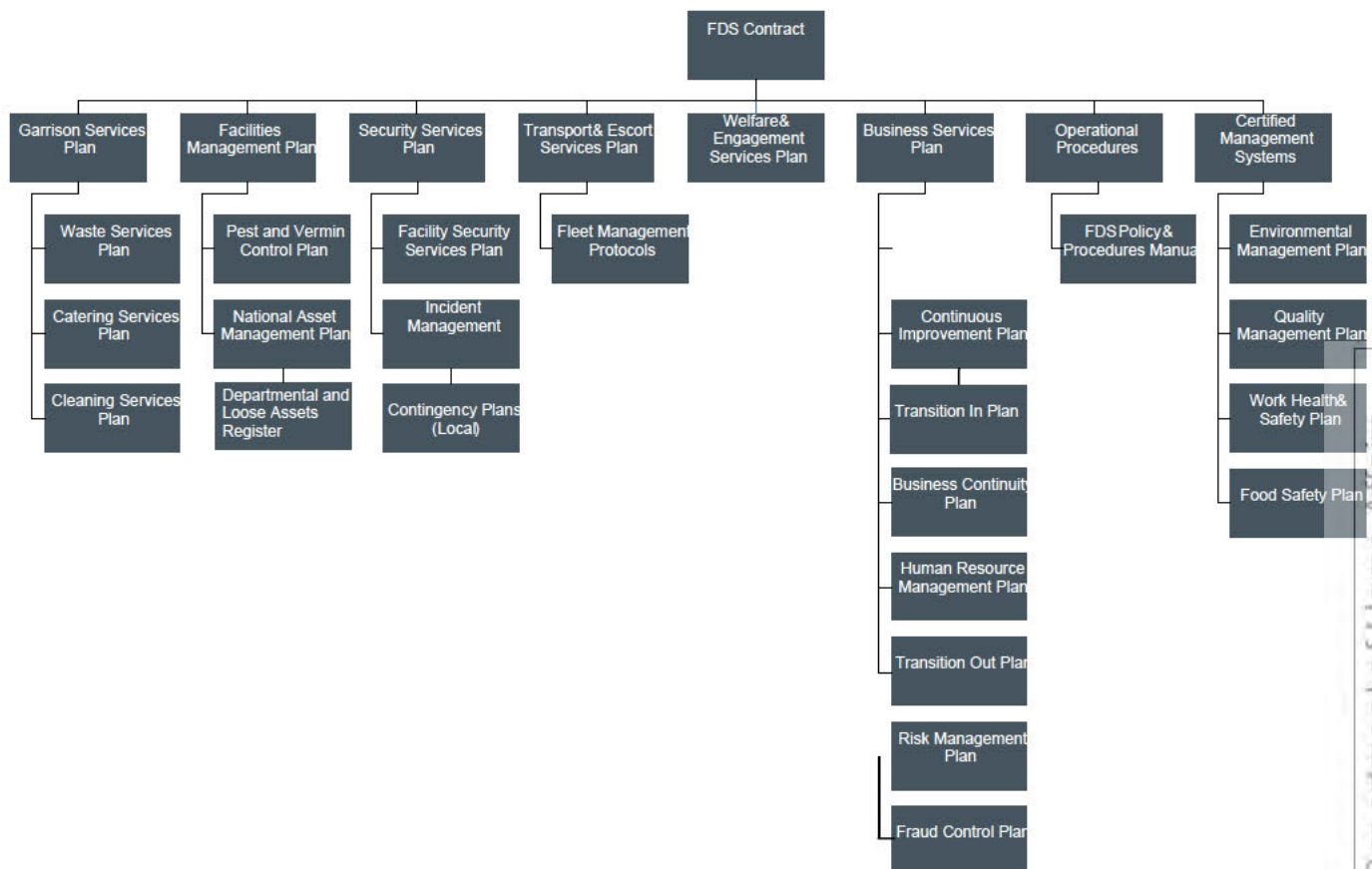
A key goal of Serco during this contract term will be to increase consistency in service delivery across all facilities. This will be achieved by:

- implementing common staff roles and responsibilities across all facilities, that are scaled in size depending on requirements
- a consistent training program for all staff
- reviewing all policies and procedures in conjunction with the Department and implementing them across the network
- provide updated Policies and Procedure Manuals (PPM) to the Department if there are any material changes or if requested by the ABF.
- conducting an internal and external audit program to ensure compliance with policies and procedures
- implementing information systems that provide standardised forms and workflows to ensure consistent service delivery

4 Procedural framework

Serco has implemented a procedural framework to deliver all services under the Contract. National level plans and procedures are developed and implemented wherever possible, to increase standardisation across the network and reduce potential inconsistencies between National and local level documents. Where local documents are required, they will be based on a nationally approved template.

Figure 1 – Procedural Framework



All contractually required documents were approved by the Department during the Transition In period. These documents must be periodically reviewed and resubmitted to the Department's National Office as shown in Table 3 – Document review schedule.

transferred to the Department in accordance with the responsibilities and procedures of the Archives Act 1983 and ISO 15489 – 2002 Australian Standard for Records Management as outlined in the Contract.

Serco manages all records hardcopy and electronic in accordance with section 48 – Records Management and section 49 – Data Security of the Contract specifically Commonwealth records pertaining to a person in detention being held in electronic form will be returned to the Department at the end of the Contract.

6.1 People in detention records

Serco will create and maintain an accurate, comprehensive and current people in detention record for each detainee. Records for detainees currently in detention in addition to approved departmental electronic databases will be held by Serco at that facility.

When a detainee is removed or released from detention, Person In Detention (PID) records will be returned to Department. When a detainee is transferred within the Immigration Detention Network (IDN), Serco will ensure any hard copy PID Records accompany the detainee. See the Reception, Induction, Transfer and Discharge PPM (SIS-OPS-PPM-0029) for further information.

Serco will include the Department's PID identifier in any correspondence regarding a detainee.

6.2 Privacy

Serco has a legal responsibility to protect the privacy of people in immigration detention. In particular, we are required to comply with the Privacy Act 1988 (Cth) ('the Privacy Act'), and the Australian Privacy Principles ('APPs'). Serco's privacy obligations are contained in the Privacy PPM (SIS-OPS-PPM-0052).

7 Information Technology

Serco is required to:

- provide detainees with access to information and communication systems
- provide staff with information systems to perform their duties
- ensure that information and information systems are protected from inappropriate access, data loss and theft

7.1 IT policies

Key Information Technology (IT) policies and procedures have been established at both the Group and ASPAC levels. These policies are integral to the Management System (SMS) and are regularly reviewed and updated to ensure compliance with the relevant legal and regulatory requirements across all jurisdictions.

These policies facilitate the delivery of the company's IT services in an efficient, secure, and accountable manner. The Group Policy documents encompass critical areas such as the Acceptable Use of Information Systems, Asset and License Management, Data Protection, a Governance Framework, and Password Management.

In addition to these core policies, the Group emphasizes continuous improvement and employee training to foster a culture of compliance and security awareness. Regular audits and assessments are conducted to identify potential risks and ensure that our IT practices align with industry best standards. This proactive approach not only safeguards our assets but also enhances our overall operational efficiency.

7.2 IT support

Serco has an IT Operations Manager to co-ordinate on-site IT support and technical staff including both Serco technician and services provided by a third-party.

The Serco Information Services group will also support the Immigration Services contract in a range of areas. These groups are responsible for information service delivery including procurement, deployment, management, maintenance, support and training.

Serco staff may log all routine IT support requests at s. 47F(1)
High priority requests may be logged via phone on s. 47F(1)

Detainee IT support is initiated by a supervising staff member by calling the Service Desk on behalf of the detainee. Low severity issues (mostly password resets) are commonly handled while on the call to the Service Desk. New passwords and account details are then provided to the detainee. Higher priority issues such as system faults / slows are usually not able to be resolved by the Service Desk and will follow the escalation process to the appropriate skill groups. Resolution is confirmed by a service ticketing and service management portal system with email confirmation with the initiator imbedded.

7.3 IT security

Serco ensures that only authorised staff can access the Service Provider Portal and Serco systems. After appropriate employment and AFP background checks have been completed, the People and Culture (P&C) Department requests the IT department to create a new user account with appropriate system access privileges.

Serco will ensure that systems and data are protected through a range of procedural measures, physical security and technology. Some examples are as follows:

- user access to Serco systems is controlled through authorised active directory user accounts, controlled by group policies and security permissions
- all Serco laptops and USB keys must be encrypted in accordance with Serco policies
- all network connections will be protected by firewalls
- systems will be continuously scanned for viruses and unauthorised applications
- storage media will be sanitised prior to transfer or destruction
- a register of system access privileges will be maintained as part of the active directory

7.4 Portal

Serco must use the Department's Service Provider Portal to manage people in detention records consistent with the Department provided policies and procedures for the people in detention records. With the introduction of the Serco Care Manager (SCM) and Serco Care360 (SC360) systems, the majority of staff will update SCM/SC360 that then triggers the National Operational Support Team to update the Portal.

Serco provides a link into the Portal at each Facility and the National Office. Access to the Portal is limited to authorised personnel, by Serco submitting user access requests to the Department for account creation. Staff required to input data to Portal will receive training in using the Portal as part of their Initial Training Course and periodic refresher training.

Serco IT support staff will liaise with the Department's service desk for support and maintenance issues relating to the Portal.

8 Governance, meetings and reporting

8.1 Governance

The Governance Framework specified in the FDS Contract is made up of three tiers:

- Strategic – the Strategic level includes the executive levels of the Department and the service provider. This tier focuses on the long-term Government policy and the design of services
- Tactical – the Tactical level focuses on the procedures and planning associated with the management of service provider services.
- Operational – the Operational level focuses on how resources are used to deliver services to detainees on a day to day basis

8.2 Meeting requirements

Meeting requirements are defined in the FDS Contract, Schedule 7, and are summarised in Table 4 below.

Table 4 – Contract meeting requirements

Meeting	Description	Frequency	Secretariat
Strategic	Annual Bilateral Meeting	annually	The Department
Tactical	Joint Service Delivery Forum	quarterly	The Department
	Facilities and Detainee Service Provider Committee	monthly	The Department
Operational	Morning meeting	daily	Serco
	Weekly Review Meeting	weekly	ABF
	Individual Management and Placement Review Meeting	monthly	Serco
	Detainee Consultative Committee	monthly	Serco
	Health, Safety and Environment Committee	monthly	Serco
	Security Review Committee	monthly	Serco
	Emergency Planning Committee	quarterly	Serco
Health Services	Psychological Support Program (requirement of DHSP Contract, however Serco required to attend)	daily	DHSP

8.3 Reporting requirements

Reporting requirements are defined in the FDS Contract, Schedule 7 Annexure B. These requirements are summarised in Table 5 below.

Table 5 – Routine reporting requirements

Report Type	Frequency	Facility
Annual Performance Report	annually	National
Industry Development Report	annually	National
Immigration Detention Facility Report	monthly	Facility and National
Health, Safety and Environment Report	monthly	National
Facilities Management Report	monthly	Facility and National
Psychological Support Programme (PSP) Training Report	monthly	National
Human Resources	quarterly	National
Education of children report	ongoing	National
Security exercises	after each exercise	After each exercise
Performance Report	monthly	Facility

The Human Resources Report consists of two parts:

1. A National Quarterly Monthly Report detailing and demonstrating the training, qualifications and other necessary accreditations of Serco personnel required to perform their duties are current and up to date.
2. A quarterly report listing the names of all Serco personnel who no longer require access to the Department's nominated IT system.

9 Business Continuity

Serco's Business Continuity system is defined in the Business Continuity Plan. Each Facility must complete a Business Impact Analysis in the site-specific Business Continuity Workbook that will identify higher risk key scenarios that must be managed. These will be documented in Contingency Plans and tested periodically as part of the exercise schedule. For major business continuity incidents, management and reporting will be conducted in accordance with the Incident Management PPM (SIS-OPS-PPM-0066).

10 Improvement and assurance

10.1 Continuous improvement

Serco's quality assurance and continuous improvement solution is based on the ISO 9001:2015 Quality Management System standard. It includes a continuous improvement methodology based on the Deming Cycle, a model consisting of a logical sequence of four repetitive steps for continuous improvement and learning – Plan, Do, Check and Act (PDCA).

- Plan – plan for change, analyse and predict the results
- Do – execute the plan, taking small steps in controlled circumstances
- Check – study the results
- Act – take action to standardise or improve the process

Serco's Continuous Improvement Plan identifies how Serco will ensure customer requirements are met, while continuously improving services.

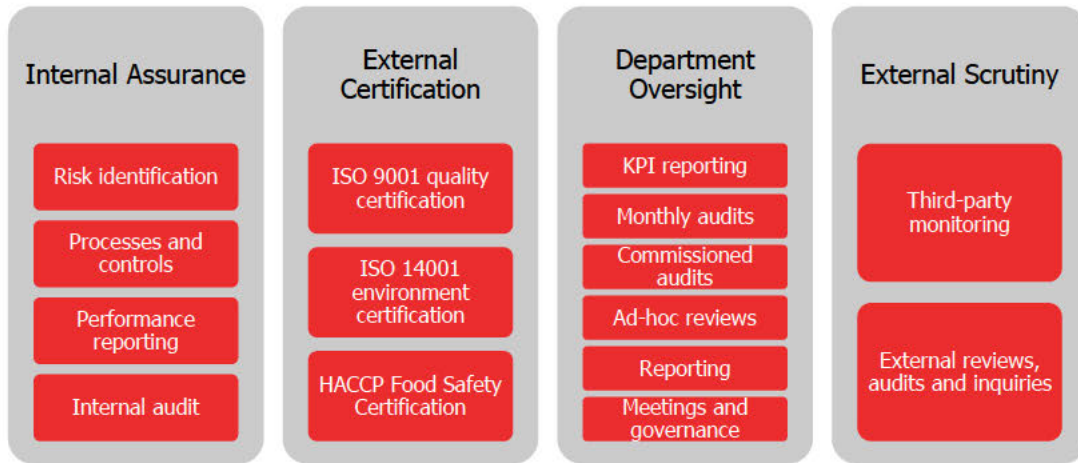
Figure 2 – Continuous Improvement Cycle



10.2 Quality Assurance

Quality Assurance (QA) and compliance are essential to ensure that the Department receives the contracted Services; that relevant legislation and regulations are complied with and Serco maintains certifications under the applicable standards. QA and compliance also play a vital role in identifying areas for improvement and implementing corrective action.

Our QA framework will comprise the following elements. The Continuous Improvement Plan provides further details on each item.

Figure 3 – Quality Assurance Framework

Serco Immigration Services
CONTINGENCY PLANS

Villawood IDC

NO: 21 WITHDRAWAL OF LABOUR

August 2023



CONTINGENCY COMPLIANCE

Guidelines, procedures and information contained within this document are based upon consultative practices agreed between Federal and State Police, Emergency services, ABF and Serco Management.

Any person working in the role of Incident Commander or Incident Controller must ensure they read and understand:

1. Serco Incident Management Protocols
2. ECO & Incident Command Structure (Workbook)
3. Contingency Plan (Workbook)

All terminology used throughout this workbook is consistent where possible with the Australasian Inter-Service Incident Management System (AIIMS).

This document is version controlled but can be localised or amended only with the approval of the Serco Deputy Director of Operations – Support.

Version Control

Version	Print Name	Signature	Date
Serco General Manager	s. 47F(1)		
Superintendent ABF Detention Operations	s. 22(1)(a)(ii)		
IHMS Regional Manager	s. 47F(1)		
State Police & / or AFP Representative	Rotating		

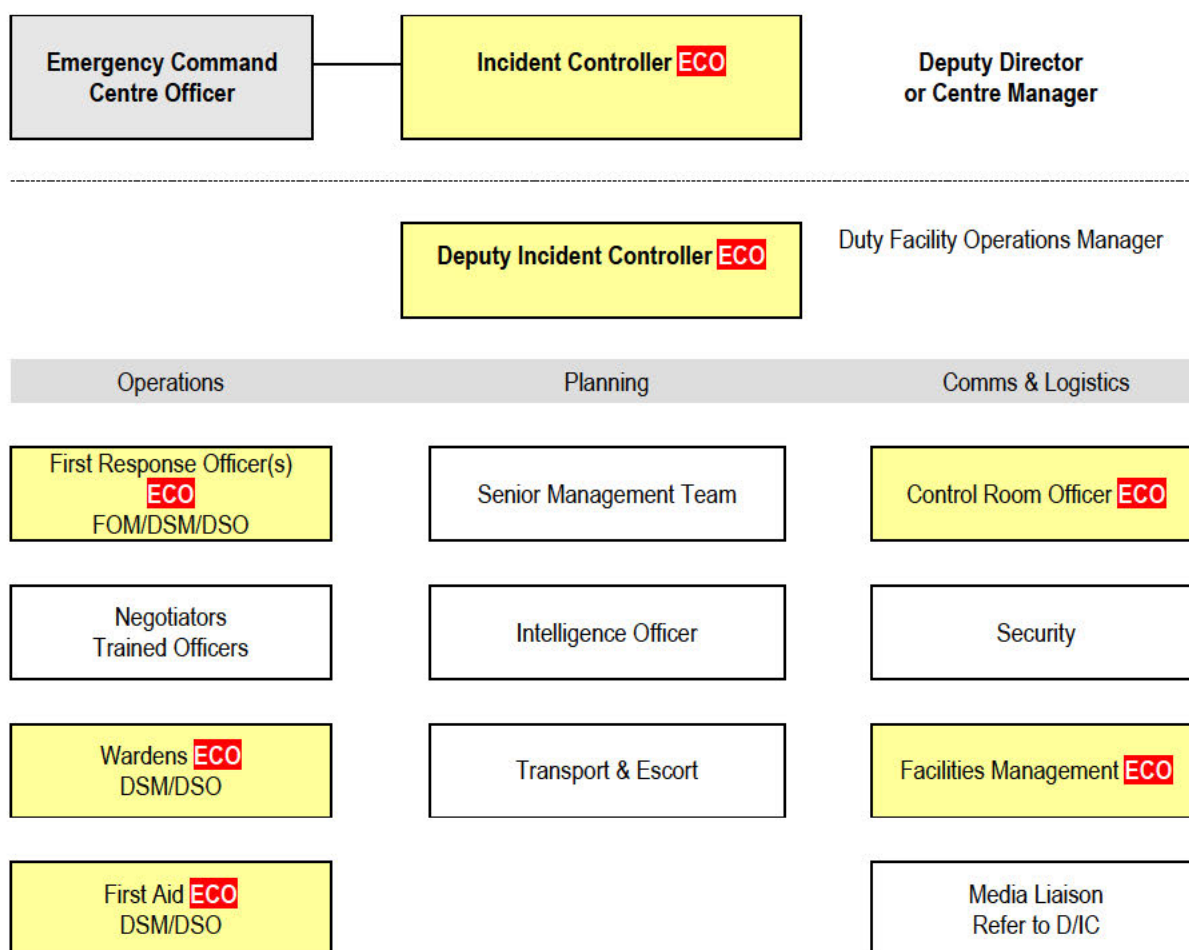
INCIDENT COMMAND STRUCTURE

All staff deployed at this Centre must read and understand the Centre Emergency Plan, ECO & Incident Command Structure Workbook and the Contingency Planning Workbook that provides guidance on response capabilities for this site. All staff must complete a Centre induction, ECO Training for evacuation procedures and undergo regular refreshers.

The following Incident command structure applies to a response requiring the activation of the Emergency Command Centre (ECC).

The Centre Emergency Plan also refers.

Serco Incident Command Structure (ICS)



WITHDRAWAL OF LABOUR

s. 47G(1)(a)

Villawood Immigration Detention Centre Security Services Plan and Risk Assessments refer.

All staff deployed at Villawood IDC must read and understand the ECO & Incident Command Structure Workbook and Contingency Planning Workbook that provides guidance on response capabilities for this site. All staff must complete the ECO Training Portal for fire and evacuation procedures.

PREVENT

Good Industrial relations are maintained between management, staff and their union representatives.

Daily intelligence gathering and dynamic security is required to detect and disrupt any potential unrest or hazard.

PREPARE

All Serco employees are provided incident training on induction.

All Serco employees are provided additional training in accordance with Australian Standard AS2745: Emergency Control Organisation and Procedures.

A register of non-EBA staff is maintained to call upon in the event that there is mass withdrawal of labour.

Table Top, Share Point, Drills or Live Exercises are conducted monthly to test our capability response against our Contingency Plans.

All visitors are provided with a site induction of emergency procedures for this site. In all instances, staff and visitors should follow the instruction of Serco in respect to incident management and evacuation.

RESPOND

Incident	First Response	Contain & Control	Serco Recovery	Hand Over
Withdrawal of labour	First Response Officer	First Response Team	SERCO contain Incident	SERCO maintain Incident Command
		Non EBA staff maintain normal routine	SERCO contain Incident	SERCO maintain Incident Command
			SERCO cannot contain incident and POLICE requested	SERCO maintain Incident Command

The site daily roster determines the emergency response roles of each rostered post. In the event of an incident staff will know what their roles are without additional briefing. The following table is an example of a Daily Operations Roster:

Team 1				
Post	Call Sign	Coverage	Response	
DSM Residential (Hotham, Mitchell Mackenzie)	s. 47G(1)(a)	24hrs Coverage	Primary Response Residential Zone	Secondary Response Non Residential Zone
DSM Residential (Lachlan, Latrobe)				
DSM Residential (Blaxland HSC)				
Duty Operations Manager (BHSC)				
Duty Operations Manager (VIDC)				
Team 2				
Post	Call Sign	Coverage	Response	
DSO Lachlan/Latrobe	s. 47G(1)(a)	24hrs Coverage	Primary Response Non Residential Zone	Secondary Response Residential Zone
DSO Lachlan/Latrobe				
DSO Mackenzie				
DSO Mitchell				
DSO Hotham				
Access Control – Delivery				

INCIDENT CONTROL & RECOVERY

Incident Controller

- When industrial action is imminent or commenced follow Incident Reporting Protocols as per the ECO & Incident Command Structure Workbook throughout the incident, and:
 - Open the Command Centre
 - Inform the Regional Manager
 - Inform the National Duty Director
 - Inform the ABF Superintendent
 - Provide "notification only" of the incident to Police in accordance to local agreement where necessary
- Set the Incident Objectives and Planning and have overall on-site responsibility of the incident. See Appendix A
- Inform the staff of the implications of the industrial action
- Consider terming the action as a Force Majeure.
- Identify staff who do not wish to participate in the industrial action and list the staff who do
- Assess size and impact of Industrial action and consider opening Command Centre
- Note any incidents of intimidation, consider liaising with the AFP
- Consider the need to reduce activities and religious meetings in consultation with the P&A Coordinator
- In liaison with the ABF Superintendent, the AFP should be notified and an assessment made for the need for additional perimeter security
- Maintain a log of events and the effect of the industrial action, paying particular attention to:
 - a) Availability of staff
 - b) Staff to People in Detention ratio
 - c) Admissions, discharges and local escorts
 - d) The production and the serving of meals to the People in Detention
 - e) Medical care of the People in Detention
 - f) Physical exercise and fresh air for the People in Detention
 - g) Social and legal visits to People in Detention
 - h) The service provided by the shop or kiosk for the People in Detention
 - i) The normal daily regime activity
 - j) The staff shift pattern

- k) The requests and formal applications made by People in Detention
- l) The availability of showers and other bathing and washing facilities for the people in detention
- m) The provision and need of local escorts

- Maintain a log of events and the effect of the industrial action, paying particular attention to:
- Monitor the impact of the action on recreation for the People in Detention
- Advise social and legal visitors, agents and sub-contractors of the effect of the industrial action
- On resumption of normal working by staff, check and closely monitor staff numbers and attendance
- Complete an Incident Report
- Chair the post incident debrief
- Assist with any amendment to the Contingency Plan following the post incident debrief

Emergency Services

- Emergency Services Incident Controller should attend the Emergency Command Centre (ECC) located in the Serco Boardroom of Administration 1.
- Emergency Services Officers should attend the Main Sally Port if required.
- Emergency Service vehicles and officers when executing their duties are exempt from screening and search procedures.

Command Centre

If the Command Centre is activated, the following support will attend in accordance with the ECO & Incident Command Structure:

- **Command Centre Assistant** will attend and request call sign of CONTROL 2. The officer will commence additional surveillance capabilities and Incident Log in support of the Incident Controller. On conclusion of the incident, the officer will download all digital visual and audio records onto three files in accordance with the Digital Visual Audio Records Policy & Procedure Manual.
- **Facility Operations Manager(s)** will attend and analyse the incident, provide specialist advice, commence planning capabilities in relation to escorts or movements, evacuation, accommodation, organise additional local resource support and focus on the recovery of the incident.
- **Intelligence Officer** will attend and will provide intelligence support to the incident.
- **Media Liaison** will be handled by the Serco Communications Office and the ABF National Communications Department. Local staff and officers will not handle media enquiries or any request for the release of public information.

Facilities Management

Receive notification of incident from Control Room Officer:

- Attend the Command Centre to receive a briefing.
- Provide specialised advice regarding facilities management of the site.
- Organise technical or specialised personnel to support the recovery of the incident.
- Organise clean-up teams to support the recovery of the incident.
- Provide a FM Recovery Plan to the Incident Controller.
- Attend any debriefs on request of the Incident Controller.
-

RECOVER

Incident Command Structure

The incident recovery should commence as soon as possible with ABF, Facilities Management and Emergency Services.

Initial debriefing should be conducted with ABF and Police within 24 hours on conclusion of the incident.

Post Incident Review and Investigation to be commissioned by Incident Commander (Canberra).

A Site Risk Assessment should be conducted in accordance with the contract after any major or critical incidents.

Formal debriefing with Police, stakeholders, Facilities Manager and ABF within five days of the incident.

NO DUFF

During the testing of VIDC Contingency Plans the term 'NO DUFF' is to be called across the radio network when a real emergency occurs.

APPENDIX A

OPERATIONAL PLAN FOR WITHDRAWAL OF LABOUR

The key Objective of this plan is to:

- To maintain as normal as regime as possible.
- To ensure the reception and discharge of clients is unhindered.
- To limit the adverse affect of the action on people in detention.

In the event of EBA staff taking industrial action the regime may have to be curtailed to take account of:

- a) The number and capacity of staff available for duty.
- b) The number of activities which can be safely controlled by these staff.

The following list of activities and roles are priorities and must be managed:

- 1) Security services including Control Room, Gate Entry System.
Keys are contained within an electronic key safe and are issued using a unique key code. Non-EBA staff will be utilised to staff the Control Room.
- 2) Reception and departure procedures.
The Compliance Manager and Admin Assistant are both adequately trained to complete the reception and discharge process.
- 3) Catering services.
The Catering Manager is not a member of the union and has offered assurances that he would not take any action. However, he has also liaised with a local Catering Agency to provide staff if required.
- 4) Visits.
Visits will be a focus regardless of staff attendance. There are number of Facility Operational Managers that can oversee the process.
- 5) Duty Manager and Facility Operations Managers availability.
We have an on-call duty manager roster.
- 6) Detainee Services Manager.
There are a number of Detainee Service Managers that can assume this role as and when required.

Dependent upon the level of industrial action the regime will be modified as set out below:

90% of staff on duty Shift times and lengths will be adjusted to ensure that a full regime programme and other activities can be maintained

80% of staff on duty Adjust attendance system to fit profile.

70% of staff on duty Activities outside the Centre may have to be curtailed. Consideration must be given to rotating access to programmes. Cancel non essential programmes. Maintain Visits Programme and Reception and Discharge.

50% of staff on duty Essential regime only. Other activities as resources allow. Maintain visits programme and Reception/Discharge as best as possible

CONTINGENCY PLAN AMENDMENT LOG

[illegible]

Security Threat and Risk Assessment

Reduction of staff due to Protected Action

**Document Details**

Document Reference	SIS-STRA-DOC-0001
Version	1.0
Applicability	Immigration Services – Security Threat and Risk Assessment
Approval Date	28/01/2025
Date for Next Review	08/06/2025
Document Owner	National Intelligence Manager – National Operations, Immigration Services

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Security Threat and Risk Assessment

Reduction of staffing profile due to Protected Action

1. Security Threat and Risk Assessment (STRA)

1.1 Introduction

As a result of the transition to a new service provider and the consequential potential for staff to work for said service provider, Serco is currently not engaging with the United Workers Union (UWU) for the development, acceptance and implementation of a new SIS Enterprise Bargaining Agreement (EBA). As such, Serco has been preparing for the possibility of Protected Action (PA) which has been voted on by eligible staff and is now confirmed as accepted, as notified by the outcome of a Protected Action Ballot (PAB). A successful vote in that PAB has led to the possible introduction of a series of PAs targeting service delivery and other detainee facing roles across the Immigration Detention Network (IDN). The notification of Protected Action is required to be with three (3) days notice.

s. 47E(d)

However, operational planning has already commenced to ensure, where possible and practical, that service delivery will continue and a continuity of operations will occur. Contingency operations will be achieved through a combination of extant centre contingency plans including the coordination of contractors and alternate labour within the support services and non-detainee facing roles however internal mitigations will be contingent with staff availability with continued reduction having impact on retention of the stability, safety and security of the IDN.

This risk assessment has been completed to identify potential risks to the IDN and impacts on operations in the event that staffing profiles are reduced due to a PA decision. Due to time frame restriction and the dynamic situation relating to the detainee cohort and the possible PA this risk assessment is not all encompassing and may require development as the situation progresses / unfold.

1.2 Methodology

To complete the assessment, consideration was given to current and assessed future security trends with an approach consistent with ISO 31000 and ASIO T4 threat and risk methodologies. This methodology allows for threat to be calculated as a combination of the capability and intent of the threat source. Risk is then calculated using assessments against likelihood and consequence. This enabled the detailed analysis of environmental factors and the appropriateness of security, safety and operational risk mitigation strategies. Annex A displays the matrix used in the assessment to assess risk and the matrix for the assessment of threat. These matrices should be referred to throughout the assessment.

1.3 Operational Context

The assessment of the risk posed by potential PA requires the context of both the detainees in Serco's care and the number, location and security infrastructure of each facility. While each centre is unique in its construction and layout – broadly the combination of both specific detainee types and the security infrastructure relates to the risk if the staffing levels are reduced due to PA.

Staff

To estimate current union membership and possible participants in PA are difficult ascertain as exact membership is not known however, with information available and after implementing some assumptions Serco assess likely number to be above fifty percent (50%).

Security Threat and Risk Assessment

Reduction of staffing profile due to Protected Action

It is further noted that in addition to staff with current union membership it is equally difficult to ascertain the number of non-union member staff that may not attend the workplace during any Protected Action through personal absenteeism.

All Centres have developed Business Continuity Plans (BCPs) considering site specific operations and staffing assumptions to best manage the immediate business impacts and operational risks, with a focussed response also being coordinated by the National Operations Team.

Detainees

Detainee Types. Detainees in the care of SIS are broadly grouped under three (3) main types. These are reflective of the manner in which they were detained for administrative detention and taken from Departmental descriptions. The three (3) classifications are:

- a. **Section 501 (S501).** Detainees classified under s501 have had their visa refused or cancelled or character grounds. The act states that the Minister may cancel a visa of the person fails the character test, defined by a person committing an offence during immigration detention, or escaping from immigration detention and also committing an offence post-escape. Additionally, it includes a person that has a substantial criminal record and associates with a person or group that the Minister suspect has been involved criminal conduct.
- b. **Compliance Detainees.** A non-citizen who has been found by the Department of Immigration and Border Protection to have breached Australian immigration laws (e.g. non-citizens who remain in Australia after the expiration of their visa; non-citizens working in Australia in contravention of their visa conditions).
- c. **Unauthorized Maritime Arrivals.** Unauthorised Maritime Arrival – a person who arrives in Australia by sea either at an excised offshore place or on the mainland.

However, whilst previously, detainees have engaged, at least to some extent, in the detention environment in line with their detention reason type, this no longer holds true. The lines between cohorts have become increasingly blurred when seen from the detainee perspective with reason type no longer giving an expected level of interaction within the IDN.

1.4 Threat Assessment

The following Security Threat Assessment (STA) specifically addresses threat from the impact of any protected action and detainees. Other threat groups such as Media, Issue Motivated Groups and external criminal elements have not been included in this document.

Protected Action

At the time of writing facilities across the IDN are in various stages of preparation for transition to a new service provider. As such and given the relative fast pace of events there is an expected amount of trepidation from staff on what the future may hold for them and the impacts that this transition will have. The UWU has provided a submission detailing what elements of a protected action they intend on pursuing and are required to notify Serco three (3) days prior to their commencement of any action. While the list is comprehensive, it lacks detail and specific regarding how the elements will be introduced within Centres. The following activities have been identified within the scope of the protected action submission to Fair Work Australia:

Security Threat and Risk Assessment

Reduction of staffing profile due to Protected Action

- **10 December 2024** – Serco notified the UWU that Serco was no longer in a position to continue with Enterprise Agreement negotiations.
- **09 January 2025** - UWU advised "It is the UWU's view that Serco's decision to unilaterally cease engaging in enterprise agreement negotiations is contrary to its good faith bargaining obligations under ss 228(1)(e) and 228(1)(f) of the FW Act..." "In order to rectify these good faith bargaining contraventions, the UWU seeks confirmation in writing from Serco by 9.30am on Monday 13 January 2025 that: 1. It agrees to resume enterprise agreement negotiations with the UWU; and 2. For that purpose, it will meet with the UWU on at least two occasions over the next 14 days, at an agreed time and place"
- **13 January 2025** – UWU lodged an application with FWA - good faith bargaining obligations under ss 228(1)(e) and 228(1)(f) of the FW Act. Serco provided a written response to the union, advising Serco's position in several areas, in particular noting that Secure Journey's and UWU have commenced bargaining.
- **14 January 2025** - a Protected Action Ballot (PAB) Application lodged by the UWU to the Fair Work Commission, with the following:
 - An unlimited number of stoppages of work of 2 hours duration, for the purpose of conducting Union meeting in the workplace car park?
 - An unlimited number of stoppages of work of 4 hours duration?
 - An unlimited number of stoppages of work of 8 hours duration?
 - An unlimited number of stoppages of work of 24 hours duration?
 - An unlimited number of bans on all paperwork of indefinite duration?
- **16 January 2025** – The Protected Action Ballot Order issued by the Fair Work Commission:

Event	Date and Time (AEDT)
Employee List Provided to Ballot Agent	Friday 17 January, 4:00pm
Union Member List Provided to Ballot Agent	Friday 17 January, 4:00pm
Notice of Ballot Distributed to Employees	Monday 20 January
Deadline for Employer to Provide List of Employees (from those eligible and who details were provided) who have Ceased Employment	Monday 20 January, 4.00pm
Distribution of Instruction Sheet to employees	Tuesday 21 January, 9.00am
Ballot Commencement	Tuesday 21 January, 10.00am
Close of Ballot	Tuesday 28 January, 5.00pm
Declaration of Results provided to applicant, employer and Fair Work Commission	Wednesday 29 January

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Security Threat and Risk Assessment

Reduction of staffing profile due to Protected Action

Annex A to
STRA dated 28 January 2025

LIKELIHOOD	CONSEQUENCES					
		Negligible	Minor	Moderate	Major	Severe
	Almost Certain	MEDIUM	HIGH	HIGH	EXTREME	EXTREME
	Likely	MEDIUM	MEDIUM	HIGH	HIGH	EXTREME
	Possible	LOW	MEDIUM	HIGH	HIGH	HIGH
	Unlikely	LOW	LOW	MEDIUM	MEDIUM	HIGH
	Rare	LOW	LOW	MEDIUM	MEDIUM	HIGH

Figure 1. Master Risk Matrix

RESOURCES								
EXPECTANCE								
INTENT								
KNOWLEDGE DESIRE CAPABILITY	CERTAIN	MEDIUM	MEDIUM	HIGH	HIGH	VERY HIGH	VERY HIGH	CERTAIN
	VERY HIGH	LOW	MEDIUM	MEDIUM	HIGH	HIGH	VERY HIGH	VERY HIGH
	HIGH	LOW	LOW	MEDIUM	MEDIUM	HIGH	HIGH	VERY HIGH
	MEDIUM	VERY LOW	LOW	LOW	MEDIUM	MEDIUM	HIGH	HIGH
	LOW	VERY LOW	VERY LOW	LOW	LOW	MEDIUM	MEDIUM	HIGH
	VERY LOW	NEGLIGIBLE	VERY LOW	VERY LOW		LOW	MEDIUM	MEDIUM
	NEGLIGIBLE	NEGLIGIBLE	NEGLIGIBLE	VERY LOW	VERY LOW	LOW	LOW	MEDIUM
		NEGLIGIBLE	VERY LOW	LOW	MEDIUM	HIGH	VERY HIGH	CERTAIN
THREAT								
INTENT								
CAPABILITY								

Figure 2. Threat Assessment matrix

Security Threat and Risk Assessment

Reduction of staffing profile due to Protected Action

3. Abbreviations

Acronym	Description
ABF	Australian Border Force
BMP	Behavioral Management Plan
COB	Close of Business
DHSP	Detention Health Service Provider
DIBP	Department of Immigration and Boarder Protection
DSM	Detention Services Manual
ECC	Emergency Control Centre
ERT	Emergency Response Team
HCA	High Care Accommodation
HSP	Health Services Provider
IDFDS	Immigration Detention Facilities and Detainee Services Contract
IDC	Immigration Detention Centre
IDF	Immigration Detention Facility
IDN	Immigration Detention Network
IMA	Illegal Maritime Arrival
IMP	Individual Management Plan
IR	Incident Report
ITA	Immigration Transit Authority
MD	Managing Director
OAT	Operational Assurance Team
OSP	Off-Shore Processing
PID	Persons in Detention
PPM	Policy and Procedure Manual
PSP	Psychological Support Program
RM	Regional Manager
SAF	Single Adult Female
SAM	Single Adult Male
SIS	Serco Immigration Services
SPP	Service Provider Portal
UAM	Unaccompanied Minor
UoF	Use of Force
WH&S	Workplace Health & Safety

OFFICIAL: Sensitive

- o *UWU will not block any employee who wishes to attend work at the immigration centres and associated Commonwealth Land.*
- o *UWU will allow and encourage employees taking part in the stoppages to assist as required to mitigate any Health, Safety or Security Risks.*
- o *If Serco requires support from employees participating in the action, Serco contact UWU via Surya Nagulapalli or Ian Madgwick.*

On 27 February 2025, Fair Work Commission dismissed the departments section 424 application.

02 March 2025 Results of the Serco Immigration Services (SIS) EA Bargaining survey was received. Serco made an offer to its workforce (5%) which has been rejected by members.

The UWU provided a notice of intention to take PIA on 06MAR25 with a stoppage of work for 4 hours across all sites, for the purpose of speaking to the media about the reasons for industrial action, as follows:

- All worksites located in Victoria – work stoppage from 0430AEDT to 0830AEDT and 1630AEDT to 2030AEDT;
- All worksites located in New South Wales – work stoppage from 0400AEDT to 0800AEDT and 1600 AEDT to 2000AEDT;
- All worksites located in South Australia – work stoppage from 0500ACDT to 0900ACDT and 1700ACDT to 2100ACDT;
- All worksites located in Northern Territory – work stoppage from 0400ACST to 0800ACST and 1600ACST to 2000ACST;
- All worksites located in Western Australia – work stoppage from 0400AWST to 0800AWST and 1600AWST to 2000AWST.

In addition, an indefinite ban will occur on the performance of work without a union lanyard being worn over an employee's prescribed uniform.

The UWU has advised they will be withdrawing the scheduled PIA stoppage which was scheduled to occur in Queensland from 0400AEST to 0800AEST and 1600AEST to 2000AEST; due to current weather conditions, impacted by Tropical Cyclone Alfred.

The UWU has advised their intention to continue to conduct PIA on the 7th, 8th and 9th of March, with a stoppage of work for one hour across all sites, for the purpose of speaking to the media about the reasons for industrial action, as follows:

- All worksites located in Victoria – work stoppage from 0430AEDT to 0830AEDT and 1630AEDT to 2030AEDT;
- All worksites located in New South Wales – work stoppage from 0400AEDT to 0800AEDT and 1600 AEDT to 2000AEDT;
- All worksites located in South Australia – work stoppage from 0500ACDT to 0900ACDT and 1700ACDT to 2100ACDT;
- All worksites located in Queensland – work stoppage from 0400AEST to 0800AEST and 1600AEST to 2000AEST;
- All worksites located in Northern Territory – work stoppage from 0400ACST to 0800ACST and 1600ACST to 2000ACST;
- All worksites located in Western Australia – work stoppage from 0400AWST to 0800AWST and 1600AWST to 2000AWST.

05 March 25, The UWU advised that all stoppages scheduled to occur on 06MAR25 were withdrawn, following a meeting with Serco. The UWU advised they will be meeting with members on the 06MAR25 regarding Serco's offer.

Risk matrix

Each identified risk for each immigration detention facility (inclusive of their respective Alternative Places of Detention (APODs)) will be assessed against the below risk matrix, in conjunction with consideration of implemented mitigations. Risk ratings are inclusive of a two hour work stoppage and a four hour work stoppage.

		Consequence				
		Insignificant	Minor	Moderate	Major	Critical
Likelihood	Almost Certain	MEDIUM	HIGH	HIGH	EXTREME	EXTREME
	Likely	MEDIUM	MEDIUM	HIGH	HIGH	EXTREME
	Possible	LOW	MEDIUM	MEDIUM	HIGH	EXTREME
	Unlikely	LOW	LOW	MEDIUM	MEDIUM	HIGH
	Rare	LOW	LOW	LOW	MEDIUM	HIGH