



Home Office

Crowborough

OPERATIONAL MANAGEMENT PLAN

REVISION HISTORY

Version	Author & Job Title	Date	Change	of Paragraph No.	Purpose/Change
0.1	[REDACTED]	18/09/2025	All		First Draft 1.0 (to [REDACTED] application)
0.2	[REDACTED]	December	All		Second Draft 1.0 [REDACTED]
0.2.1	[REDACTED]	January	All		Third Draft [REDACTED]
2.0	[REDACTED]	9th September 2026	All	Review post go-live	
2.1	[REDACTED]	19 October 2026	Section 45 layout with [REDACTED]	Updated site Proposed Block	Plan Rev 01

The reviewer signoff shall signify the recommendations for acceptance of this document.

Reviewed By	Role/Grade	Date
[REDACTED]		25/09/25
		06/01/26
		20/01/26

	13/10/26
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Contents of this document will be kept under periodic review collaboratively by Home Office representatives.

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INTRODUCTION

1. Overview

- 1.1 This document sets out the Home Office intentions on how the Asylum Accommodation Site at the Crowborough Training Camp will operate in a proportionate, legal, and an accountable way, in conjunction with contracted Service Providers.
- 1.2 This Full Operational Management Plan (OMP) has been developed by the Home Office for the Asylum Accommodation Site at Crowborough Training Camp in East Sussex. The OMP explains the tasks and processes required to safely manage and operate the Site and what actions will take place to achieve this requirement in its entirety.
- 1.3 The Site Operator for the Site is the Home Office. A Senior **Responsible Officer (SRO)** from the Home Office will manage day to day operational matters.
- 1.4 The **SRO** reports to the **Deputy Director for Service User and Large Site Operations**. A contracted **Site Manager** from [REDACTED] will support the **SRO** with day-to-day management under direct reporting lines.
- 1.5 The structure and content of this plan has been produced with inputs from key stakeholders. A series of specialist plans which are for use during relevant incidents or emergencies, supports this plan and are attached.
- 1.6 All operations on the Site must be managed in accordance with this OMP. Full copies of this document must be treated as Official Sensitive. They are not for public distribution or display and will be stored in a secure location. If copied or distributed this will not be a controlled version and may be subject to changes. A copy of this plan must be kept and readily available in the Site office.
- 1.7 Workers/Staff who have been issued with this plan must:
 - Be familiar with the plan's contents.
 - Be aware of their role within the plan.
 - Participate in their required training and any planned exercises.
 - Actively support and participate in the actions and exercises required of them.
 - Ensure the plan's safe keeping.
 - Forward any details for amendment to the plan.
 - Destroy or return the plan as instructed.
- 1.8 This plan has been developed based on baseline information considered relevant and specific for the Site's operations. Notwithstanding this, all

elements of the OMP need to be exercised by the SRO and effectiveness monitored throughout the whole duration of the operations on Site.

- 1.9 Regular amendments and additional information will therefore need to be included in the plan following operationally observed data. It is therefore the sole responsibility of the SRO to test and maintain the Operational Management Plan aligned to the specific operational needs of the Site.
- 1.10 The Home Office will review compliance with the OMP every 12 months and submit a report. The first such review will be conducted within 12 months of the Site opening. If any changes are required to the OMP, the Home Office will make a submission for approval to vary the document.

2. Purpose and Aims

Purpose

2.1 The purpose of this plan is to:

- Provide a framework of guidance and policies to the **Director of Asylum Support** and the **SRO**, with the intention to establish a clear governance and tactical structure of the requirements to operate the Site safely.
- Describe the arrangements for all users of the Site for the purposes of providing asylum accommodation.
- Prepare staff and workers at Crowborough for the day to day running of the Site as well as to provide instruction in the event of a major incident (Fire, Infectious Disease outbreak, Protests, etc.).
- Provide operational direction with the aim to run the Site in a safe and secure manner. In the unlikely occurrence of an incident, the plan will provide a rapid and effective response, containment and management for such an incident.
- It is intended to provide the framework which can be used to respond promptly and in an organised manner to a wide range of incidents that may occur, rather than provide a detailed response to any particular type of incident that might occur.

Aims

2.2 The aims of this document are to provide a comprehensive operational plan for the Site and to deliver policies and procedures allowing for the safe operation of the Site which are summarised with further detail included as appendices.

3. Context and Background

3.1 The Home Office is operating the accommodation site at Crowborough Training Camp, near Crowborough in East Sussex, in order to exercise the Secretary of

- State's powers under the Immigration and Asylum Act 1999 to provide accommodation to asylum seekers (service users) who would otherwise be destitute.
- 3.2 The Home Office uses Crowborough Training Camp in East Sussex to support the exercise of the Secretary of State's powers under the Immigration and Asylum Act 1999 to provide accommodation to eligible asylum seekers who would otherwise be destitute. The site is loaned to the Home Office by the Ministry of Defence.
 - 3.3 The Home Office is seeking an extension to the use of Crowborough Training Camp in East Sussex until January 2030 to support the continued exercise of the Secretary of State's powers under the Immigration and Asylum Act 1999 to provide accommodation to eligible asylum seekers who would otherwise be destitute.
 - 3.4 The site can accommodate a maximum of 540 adult male service users. Occupancy began significantly lower, with a managed, phased approach to increasing numbers. The maximum weekly increase in occupancy is 60 service users in any given week.
 - 3.5 The Home Office deploys a staffing model which facilitates the operation of a safe and secure site. The Home Office will ensure the accommodation complies with current health and safety legislation.
 - 3.6 Crowborough Training Camp is a military training camp located near the town of Crowborough in East Sussex, owned by and operated by the UK Ministry of Defence. The postcode falls across two parliamentary constituencies: East Grinstead and Uckfield and Sussex Weald.
 - 3.7 The site falls under the jurisdiction of two Local Authorities: East Sussex County Council and Wealden District Council
 - 3.8 Crowborough Training Camp will provide accommodation for single adult asylum applicants aged 18-65, allocated in accordance with the established suitability criteria.
 - 3.9 A full risk assessment will be maintained for the site.
 - 3.10 In October 2025, the Home Office reached an agreement with the Ministry of Defence to utilise Crowborough Training Camp for asylum accommodation.
 - 3.11 The site went live on the 22nd January 2026.
 - 3.12 The management of the accommodation and support services provided at the site will be through a contracted Service Provider (or providers). The Provider(s) shall comply with any duties imposed on them by section 55 of the Border, Citizenship, and Immigration Act 2009.
 - 3.13 The Home office priority is to provide a safe, secure and caring environment for their service users whilst being considerate to the neighbouring community. The Home Office aim to maintain strong links with local community, voluntary and faith organisations.
 - 3.14 It is standard policy, as set out in the published "[Allocation of accommodation](#)" guidance, to consider a range of factors when assessing service users for different accommodation sites.
 - 3.15 The site operates as asylum accommodation; in a similar way to its previous operating model as accommodation to support those attending military training, to mitigate any impact on the local community, those accommodated are not detained under any immigration powers.

3.16 Site capacity: 540 (matching the previous MoD operational site capacity)

3.17 The Home Office utilises existing site infrastructure to provide:

- 540 regular bedspaces provided over a number of shared, dormitory style accommodation blocks.
- Shared ablutions at a ratio of 1 to 5.
- A suitable number of bedspaces will be reserved as isolation bedspaces (for the containment of infectious and communicable diseases. Isolation bed spaces will be served by their own dedicated ablutions.
- Arrival of inflow cohorts (via coach, minibus and/or car) via adequate road capacity, entry and exit points
- On-arrival induction.
- Kitchen + dining facilities to support the provision of 3 meals per Service User, per day. Breakfast 09:00-10:30. Lunch 12.30-14.00. Dinner 17.30-19.00 • Laundry to allow the Service Provider to wash SU personal items (twice weekly) + the washing of bedding/towels (weekly).
- Communal spaces to allow Service Users space to interact and/or relax away from sleeping quarters
- Recreational facilities to allow Service Users to avail themselves of a range of on-site activities/sports/games
- Private meeting rooms for the purposes of official business (e.g. meeting with legal representatives, asylum interview, welfare check, etc)
- Classrooms to support the provision of enrichment/support services (usually delivered by local NGOs)
- Multi faith room to allow Service Users of all faiths to observe religious practices/prayer
- Office space to accommodate delivery partner staff (e.g. service provider, Migrant Help, Home Office Oversight & Assurance)

3.18 The Home Office supplements the existing infrastructure with a small amount of modular installation which provides:

- Additional kitchen capacity to support a fully catered provision (3 meals per SU, per day)
- Additional ablutions to support the 1/5 ratio. Modular ablutions will be selfcontained [REDACTED]

4. Site Staffing Model

- 4.1 The Home Office has engaged a Service Provider (or providers) for the site who is under a contract with the Home Office to provide accommodation services, Service User welfare services, security, cleaning, catering and administration at the site. Additionally, a contractor provides maintenance and facilities management services of the buildings and infrastructure.
- 4.2 It should be noted that the companies employed as sub-contractors may change over the life cycle of the site. The Operational Management Plan may adapt to any developments on site.
- 4.3 The site will have operational oversight by a Senior Responsible Owner (SRO) appointed by the Home Office.
- 4.4 The site is staffed 24/7, 365 days a year. There is 24/7 Site Manager presence (from the Service Provider). There is 24/7 Security Officers on site who are able to escalate any situation to an on-call member of the management team if necessary, providing around the clock management. As such, there will always be a visible presence on site offering a point of contact for service users.

5. Interpreters/Translations

- 5.1 The service provider will ensure Service User access to interpreters where required.
- 5.2 Interpretation services will be provided either in person or remotely.

6. Site Operation Arrangement

- 6.1 The Home Office New/Large Sites Oversight and Assurance Team will have a regular presence on-site to monitor operational delivery, with the SRO Team being the overarching link between the delivery partners on-site. A site-specific assurance operation ensures provider service delivery meets contractual obligations and manages provider performance. Physical observations of service delivery will be conducted on-site by Home Office Service Delivery Managers to identify successes and areas of improvement to be fed back to the on-site provider. Remote assurance of provider records will also take place as part of the assurance schedule.
- 6.2 Service Provider(s) will be contracted by the Home Office to manage the site on its behalf.
- 6.3 The maintenance costs are covered by the Home Office, the Service Provider identifies parts of the site that need maintenance, identify suppliers, arrange quotes and pass the quotes to the Home Office to consider and authorise where appropriate. The service provider once authorised makes payment and is reimbursed by the Home Office or the freeholder.
- 6.4 The Service Provider is authorised to make emergency repairs or repairs relating to the health and safety of service users on-site without prior authorisation from

the Home Office. The Service Provider submits the subsequent invoice to the Home Office for retrospective authorisation.

7. Governance Structure

- 7.1 The Home Office Oversight and Assurance team is led by a Deputy Director from the Senior Civil Service (SCS)
- 7.2 The Senior Responsible Officer and/or members of the Home Office Oversight and Assurance Team will hold regular meetings with service provider management team on site and conduct a monthly performance review.
- 7.3 Home Office staff engage with the service providers regularly and attend site in person.
- 7.4 Any issues that cannot be resolved with service provider in meetings are escalated to resolve with service provider's senior managers.
- 7.5 The Home Office is responsible for the overall governance of the Site with an appointed **Site Operator**.
- 7.6 As noted, the **SRO** reports to the **Deputy Director for Service User and Large Site Operations**. An **Assurance and Oversight Team manager** works alongside the **SRO** and specifically manages **Service Delivery Managers (SDM)**.
- 7.7 A **commercial governance meeting** is held on a monthly basis with the **Senior Responsible Officer (SRO)**, and **DD for New Sites Oversight and Assurance** directorate.
- 7.8 **The SDMs** engage with **Site Managers** daily, both remotely and in person.
- 7.9 Any issues that cannot be resolved with **Site Managers** are escalated to the **Contract Compliance Manager** (Home Office) to resolve with **senior managers**.
- 7.10 An **operational touchpoint meeting** is held three times a week with the **Site SRO**, **Site manager** and leads from the **suppliers**. The purpose of this meeting is to provide operational updates into the daily running of the facility.
- 7.11 An **operational governance meeting** is held on a weekly basis with the **SRO** and the **Site manager**, this meeting is the first point of escalation for operational issues.
- 7.12 A **contract group meeting** is held on a monthly basis with the **Service Delivery Manager**, **Contract Manager (Home Office)** and **Contract Manager**. This is to discuss relevant contractual matters.
- 7.13 An operational Heads of Department meeting is held on a weekly basis with the **SRO Team**, **Site managers** and leads from other contracted providers by the Home Office on site (FM, Medical, Cleaning, etc..)

ACCOMMODATION AND FACILITIES

8. Induction

- 8.1 Upon arrival, SUs are escorted off the coach to the Induction room. In the Induction room they are welcomed and briefed on the Site rules and expectations, facilities available and day-to-day arrangements. Snacks and refreshments are offered to all SUs upon arrival. Interpreters are utilised where necessary to ensure all service users understand this briefing.
- 8.2 The SU's Home Office paperwork is checked, their name registered, and cross referenced against the expected arrivals list. They are asked whether they have any food allergies or health concerns. This is recorded in the Live Register.
- 8.3 Induction materials can be provided in other languages on request and Interpreters are used where necessary. Infographics will also be used to convey information to those with limited literacy skills and those who cannot read.
- 8.4 SUs are provided with an induction pack which includes Site information.
- 8.5 An accommodation block and a specific bedspace is then allocated to them.
- 8.6 SUs are invited to sign to confirm the recorded details are correct before signing their Occupancy Agreement, which is translated into a language they understand.
- 8.7 All SUs will be offered a health screening following their induction.
- 8.8 All SUs are offered immunisations following their health screening.
- 8.9 The **Welfare Officer** then escorts SUs on a familiarisation tour of the Site before being taken to their specific sleeping accommodation.
- 8.10 [REDACTED] will supply shower gel, shampoo, a toothbrush, toothpaste, deodorant, and a razor, free of charge. Replacement toiletries will be provided on request.
- 8.11 [REDACTED] Welfare staff are present on Site 24/7. If service users have any queries following their induction, they can raise these with Welfare at any time. Welfare Staff have access to interpreters to assist any conversations.
- 8.12 Migrant Help are available remotely for SUs to contact. The service provides advice, guidance and support on the asylum process. SUs will be made aware of Migrant Help during the induction process. Posters in the accommodation are provided to explain to SUs how they can access Migrant Help. The service is free of charge to SUs.
- 8.13 Cultural Orientation information will be delivered as part of the SUs initial Induction. This will include content that has been prepared in collaboration with the on-site Police Liaison Team. Cultural Orientation sessions take place at Crowborough as an addition to inductions to introduce service users to UK norms and values, whilst providing an awareness of antisocial behaviour. These sessions were positively received at other large sites, such as Napier Barracks. Cultural Orientation information is given alongside an interpreter to ensure service users can understand and are able to ask questions.
- 8.14 As part of the Induction process an explanation of the services that SUs can expect to receive and the location of facilities and amenities available to them on the site and in the vicinity of the Order land is provided. Site rules and regulations such as the prohibition of growing fruit and vegetables on the site are set out.
- 8.15 The Induction Pack issued to SUs will contain the details of the standards of behaviour expected of resident SUs at the Site. This will include:
 - Harassment or threat of harassment, displays of prejudice or hostility towards any person on the grounds of race, religion or belief, sex, sexual orientation, gender reassignment, age or disability.

- Acts that result in physical or other harm to any person.
- The rights of other persons to respect their private and family life.
- Noise and disruption or other behaviour likely to result in a nuisance to, or justified annoyance on the part of, adjoining owners or occupiers.
- Littering.
- Areas where children are present.
- Alcohol is prohibited on site.
- Service users are strongly encouraged not to consume alcohol in public areas off-site.
- Drinking alcohol in public spaces may be perceived as antisocial behaviour and may contribute to community concerns.
- Service users are expected to act responsibly and respectfully towards neighbours and the wider community.

8.16 As part of the Initial Induction on day 1 it will be explained to SUs that they must not leave the Site on foot other than by the main gate which will be marked on a plan provided to them. In addition, staff will explain to SUs the need to take care when walking along roads in the vicinity of the Site that have no dedicated footway. This information is also contained with the Induction Pack issued to SUs and displayed on information screens in communal areas.

9. Accommodation

- 9.1 The sleeping accommodation is laid out over several blocks, comprising of 540 individual beds, with each block having access to shared ablutions. All rooms have opening windows to allow ventilation.
- 9.2 All Service Users will have a single bed, bedding and lockable storage unit.
- 9.3 Bathroom facilities include toilet, sink and shower.
- 9.4 The form of accommodation is covered for service users as part of their induction process and reinforced through an occupancy agreement, which will also include detail of the requirement to ensure accommodation is kept at the required standard. Occupancy agreements are provided in a language understood by service users to support their understanding.

10. Catering

- 10.1 The Service Provider will deliver a full board catering service comprising of three meals per day, per Service User including a beverage with each meal.
- 10.2 This service will be delivered via communal kitchen/dining facilities on site.
- 10.3 The full board provision will meet appropriate nutritional standards and cater for special dietary, cultural or religious requirements whilst providing variety via menu rotation.
- 10.4 Additional food/drink refreshments will be provided in communal areas on-site at regular intervals in addition to mealtime provisions.

10.5 The full board service should include additional support items required by Service Users, including personal toiletries.

11. Clothing

11.1 Clothing is not supplied to Service Users by the Home Office.

12. Laundry

12.1 On site laundry facilities will be operated and managed by the Service Provider to allow Service Users reasonable opportunity to launder both personal items and bedding/towels.

13. Cleaning

13.1 Cleaning services are provided in accommodation and communal areas.

13.2 There will be a dedicated cleaning store where Control of Substances Hazardous to Health (COSHH) cleaning items will be safely stored.

13.3 All cleaners will receive suitable training in COSHH management and safe systems of work for cleaning.

14. Operational Waste Management Plan

14.1 Waste is separated on site into general and recyclable waste using designated containers. Waste is then stored and collected in accordance with the site wastemanagement arrangements..

14.2 General waste when collected by the cleaners is deposited in main portable waste containers.

15. On and off-Site Activities

15.1 On-site activities will be arranged, managed and signposted by the Service Provider.

15.2 Wi-fi will be available on-site and made available to Service Users.

15.3 Awareness of Education & Recreation opportunities either in the local community or provided by NGO's will be provided during induction and via signposting managed by the Service Provider.

15.4 The site, and staff on site, will be respectful of SUs rights to observe their religious beliefs and festivals.

15.5 Facilities are provided at the Site for religious worship, including a multi-faith facility.

15.6 SUs can access these facilities 24 hours per day, seven days per week.

15.7 Site staff respect SUs rights to observe their religious festivals on Site and will, where possible, facilitate access to space to enable them to practice as required.

- 15.8 Local Religious Leaders attend Site to provide services/prayers to service users on Site. Service users are made aware of the scheduling of these events via posters on notice boards across Crowborough.
- 15.9 Site staff respect all religions practiced at Crowborough. Should service users desire to attend services at local places of worship, service users can liaise with the **24/7 Welfare Team** to identify the location of their nearest place of worship. Maps of the local areas and points of interest are provided on notice boards but may not include every place of worship. Shuttle Bus services into Crawley can facilitate service users attendance at their place of worship.

16. Access to Advice, Guidance and Legal Services

- 16.1 Migrant Help (MH) are contracted by the Home Office to deliver the Advice, Issue Reporting, Eligibility (AIRE) contract. There is no on-site Migrant Help presence at Crowborough Training Centre, however Service Users are able to access AIRE services remotely.
- 16.2 SUs will have access to the normal AIRE services, 24 hours a day, 365 days a year. This is contact centre based and is available via [REDACTED]. There are outreach advisors who offer advice, guidance, and support on their asylum process, including signposting, pastoral care, and legal services. In addition, to helping SUs to raise issues and complaints about the standard of the services they are receiving.
- 16.3 All SUs eligible for an asylum interview are signposted to legal representatives by MH before their asylum interview is scheduled.
- 16.4 Private space will be available on site, managed by the Service Provider, to allow Service Users to access and hold private meetings with their legal representatives.

17. Noise Monitoring

- 17.1 Service Providers will be responsible for monitoring noise levels on site throughout the day and night.
- 17.2 If noise levels in the accommodation blocks are causing disruption after 2200hrs, Service Users will be asked by the Service Provider to be quiet. If noise levels continue to be excessive at night-time, and if after reasonable efforts are made the issue still exists appropriate action will be taken.
- 17.3 Anyone refusing to comply with reasonable requests will be issued with a warning letter by the service provider and a report of the incident will be submitted to the Home Office to consider if further action is appropriate.
- 17.4 The service provider reserves the right to withdraw use of any facility if repeated requests to reduce excessive noise are not followed.

18. Asylum Claim – Case progress

- 18.1 Private rooms are available at Crowborough to conduct remote asylum interviews with caseworkers from the Home Office. The rooms have been

modified to enable interviews to take place in privacy without being overheard by others.

- 18.2 SUs who are eligible for an asylum interview while they reside at Crowborough will have a minimum of 10 working days' notice of their interview to enable them to access legal representation.
- 18.3 There are no individual asylum casework surgeries offered. Individual queries on status are directed through **Migrant Help** with signposting offered on the provision of legal aid.
- 18.4 Substantive interviews are held on-site for cases that fall out of the inadmissible process.
- 18.5 No substantive decisions are served on-site. The **Asylum Casework Team** will notify SUs of their decisions once they have left the Site

19. Length of stay on site

- 19.1 The Home Office has committed to ensuring that SUs will remain at Crowborough for a maximum of 90 days upon their first day of arrival on Site, except where the **Secretary of State** is unable to find suitable onward dispersed accommodation despite reasonable efforts to do so.
- 19.2 The **Home Office Alternative Accommodation Team** monitors each SUs length of stay at Crowborough to ensure that they are dispersed to longer term accommodation during this time. The team monitor the Crowborough dispersals and make the necessary arrangements for onward accommodation. This team are not based on-site at Crowborough and manage dispersals remotely. Dispersal notification letters are sent to the **SDMs** to pass onto the service provider to be provided to SUs.
- 19.3 Scheduled moves off-site [REDACTED] Site staff are informed of moves via a spreadsheet from the Home Office and advise service users of their day of departure.
- 19.4 SUs are given 5 days' notice prior to their move date.
- 19.5 SUs are requested to be ready to leave the Site [REDACTED] of their dispersal and are transported to their next accommodation by the Asylum Accommodation and Support Contracts (AASC) provider responsible for the region in which they will be accommodated.

20. Correspondence, Phone Calls

- 20.1 Mail will be received, sorted and handled by the Service Provider and made available, in a safe and secure fashion, to named Service Users.
- 20.2 Email correspondence from the Home Office will be printed by the Service Provider and distributed to service users within 24 hours of receipt or as requested by the sender of the email. The email is printed in the language it is received in.
- 20.3 The provider will ensure Service User access to a mobile phone where requested/required.

21. Service User Property

- 21.1 Service Users will be allowed a limited amount of personal property to be transported to – and stored – on site.
- 21.2 Service Users will be provided a lockable storage unit in which to safely store personal items.
- 21.3 Any complaints regarding lost or stolen property will be managed by the Service Provider via their wider complaints procedure and are reported to Migrant Help and the police, where applicable.

22. Complaint's/Requests

- 22.1 Service Users will be informed of the complaint's procedure during their induction and it will also be outlined in their Occupancy Agreement.
- 22.2 Service Users wishing to make enquiries about Asylum Support, their Asylum application or make requests for specific services will be able to do so via Migrant Help.
- 22.3 Service Users will be made aware of how to do this via posters provided around the site, alongside information given to them during induction.

23. General Data Protection Regulation (GDPR)

- 23.1 The Home Office AASC contract with current Service Providers incorporates the overarching principles contained within the Data Protection Act 2018 and UK GDPR, such that both parties will preserve the integrity, confidentiality, and availability of personal data, and take steps to prevent the corruption or loss of such data.
- 23.2 The data will only be processed to the extent, and in such manner, as is necessary for the effective functioning of the operations at Crowborough, or as is required by law or any regulatory body.
- 23.3 Service contracts require suppliers to ensure that their systems, whether IT or paper-based, are appropriately secure and are tested accordingly. The systems holding electronic records are tested by HO cyber-security specialists to ensure that robust controls are in place to protect personal information, and the processing and storage of paper-based records are monitored by HO compliance teams. Their compliance teams also make on-site checks to ensure that privacy information notices are clearly displayed.
- 23.4 Data subjects can access public facing privacy notices hosted on the gov.uk website. These include the Personal Information Charter, covering departmental secure data processing and the Borders, Immigration and Citizenship Privacy Notice (BICS PIN). Data subjects entering the UK and/or engaging with connected services, will be directed to the BICS PIN which covers the data sets collected, the purpose of processing and any potential further processing.

- 23.5 The terms of Service provider contract ensure that both they and the authority can fulfil their obligations to respond to requests under the Freedom of Information Act and subject access under data-protection legislation.
- 23.6 Where personal data relating to these operations is being processed or shared each party will ensure that they:
- I. only process the information for purposes that are legal under the legal basis on which they received it.
 - II. store received data securely.
 - III. ensure that only people who have a genuine business need to see that data will have access to it.
 - IV. report any information losses, wrongful disclosures, or breaches of security to the other immediately.

ACCESS TO SITE

24. Admissions

- 24.1 The main access point to the site is via TN6 1UB
- 24.2 Access and egress to the site will be controlled by the Service Provider, with access to the site limited to the main entrance.
- 24.3 Security personnel will be responsible for checking that only authorised persons are granted access to site (including newly arrived SUs receptions and departures as well as contractors, staff and visitors)
- 24.4 The site postal address is: Crowborough Training Camp, The Warren, TN6 1UB

25. Access for New Arrivals

- 25.1 The Home Office expects that new SUs will arrive at the site via transport arranged and managed by the Service Provider.
- 25.2 The Home Office will plans inflow of new arrivals in conjunction with the Service Provider and informed by current on-site capacity.
- 25.3 The Home Office and Service Provider will plan arrivals within a time frame which will allow Service Users to receive a full induction.
- 25.4 The Live Register is the mechanism by which the number of SUs on Site is captured and recorded. The Live Register is stored electronically.
- 25.5 The Live Register records the numbers of SUs on Site, their personal details, including food allergies, the date they arrived and departed. As well as room allocations and nationality.
- 25.6 The [REDACTED] **Site Manager** updates the Live Register on each day.

26. Service Users Leaving and Returning to the site

- 26.1 SUs are not detained under immigration powers, and Crowborough is not detention accommodation. SUs are free to leave the Site at any time and can stay overnight away from the Site for a maximum of seven consecutive nights, if they do not return to Site on day seven, [REDACTED] will notify the Home Office of the continued absence and will store their possessions securely pending a Home Office decision to reallocate the bed space.
- 26.2 SUs are requested to provide a contact number, the address they are staying at, their Crowborough room number, and details of the person they are staying with including their contact number. The admin team retain records for external overnight stays, records securely stored in the admin building. It is requested each SU will sign out in the daily security SU log and hand in their individual room key until they return. This log is for the purposes of Site security, emergency roll call.
- 26.3 When they return to the Site, [REDACTED]
[REDACTED]
[REDACTED]
- 26.4 Completed daily security logs are retained by the administration team.
- 26.5 Records for external overnight stays are held securely by the **Welfare Team** in the Welfare office.
- 26.6 [REDACTED] If an SU wishes to leave the Site on foot, to ensure their safety, high visibility jackets and torches are provided [REDACTED]. It is down to SU discretion as to whether they wish to take them. During the induction process it is explained to SUs that they need to take care when walking along roads. This information is also contained with the Induction Pack issued to SUs.

27. Site Signage

- 27.1 All key signage on site will be clearly visible and available in the languages most frequently used by Service Users
- 27.2 The Service Provider will regularly review signage to ensure the messages are clear, accurate and up to date.

28. Access for Emergency Services

- 28.1 Onsite security personnel will ensure that all emergency vehicles have free and easy access to the site.

29. Access for Deliveries/Taxis/Sub-Contractors/Visitors

29.1 Access to the site may also be required by authorised visitors and sub-contractors. The security team will use a daily Visitors Log to record visitors' details including:

29.2

- the visitor's full name
- the company they work for
- postcode
- contact numbers
- the purpose of the visit
- vehicle registration number (if applicable)
- time In and Out

29.3 Members of the media will **not** be allowed on the site unless there is evidence of prior approval from the Home Office.

30. Visiting Service Users

30.1 Legal representatives planning to meet their clients will be able to gain access to the site provided they give prior notice/book an appointment via the Service Provider. They will be subject to the same checks as above and escorted to a space where they can meet with their client in a private setting.

31. Traffic Management

31.1 There are vehicle parking facilities which will be monitored, and a Travel Management Plan is deployed and managed by the Service Provider.

HEALTH AND WELLBEING

32. Suitability Assessment

32.1 The Home Office will undertake a suitability assessment before a person is transferred to the accommodation site in line with the latest allocation of asylum accommodation policy.

32.2 A person who arrives at the site who declares a previously undisclosed issue that might affect their suitability will have their suitability for the site reviewed and if appropriate moved to alternative accommodation.

32.3 If alternate accommodation is required, the Home Office will instruct the on-site provider to instigate a transfer elsewhere.

33. Disabled Service Users

- 33.1 The suitability criteria in place to screen out anyone not suitable for the site, which may include those with a disability and will be assessed on a case-by-case basis. No one with a physical disability which limits mobility will be accommodated on site.
- 33.2 Anyone who presents at the site with a disability will be reassessed against the suitability criteria and if appropriate will be moved from the site to alternative accommodation.

34. Health Care

- 34.1 In addition to its historical use within the general MoD estate, the site was utilised under [REDACTED] from October 2023 as accommodation supporting the resettlement of Afghans to the UK. The Home Office has been able to draw on the experience and learning from [REDACTED] and reengage the local stakeholders involved during that period. This includes NHS Sussex Integrated Care Board, with whom the Home Office began discussions in October 2025 to prepare for the arrival of newly arrived asylum seekers. These discussions have resulted in NHS commissioning [REDACTED] to deliver onsite healthcare services from facilities provided by the Home Office at Crowborough Training Camp.
- 34.2 The onsite provision, delivered by permanent onsite healthcare professionals, provides initial health screening for new arrivals, including:

Acute presentations (e.g. infections, pain, wounds, trauma, skin conditions)

- Mental health concerns
- Trauma and sexual assault
- Review of current medications
- Chronic health issues (managed acutely until GP input is established)
- Safeguarding concerns
- Infectious diseases (e.g. diphtheria, TB)
- Health navigation/orientation to the RASS team
- Blood-borne virus screening: blood tests taken onsite and transported to a nearby hospital
- TB screening: An initial pilot until 2027 before review. Symptom screening is undertaken for all new arrivals on their day of arrival. Commissioned by the ICB, Find & Treat deliver and on-site service to provide chest x-ray screening for all new arrivals once a week, with supplementary molecular testing provided for inconclusive or concerning outcomes. X-ray results are immediate and suspected cases receive molecular testing and are isolated until results are received. Led by the local TB Team, active patients are provided medication and returned to room sharing once clear results are received.
- Vaccinations offered and administered onsite during intake

- Acute prescriptions ordered by the provider and collected from local pharmacies

34.3 In addition, the service:

- Supports and facilitates GP registration, including prioritisation
- Identify patients needing ongoing specialist treatment or investigations
- Refer to registered GPs for:
 - Further tests
 - Specialist referrals
 - Repeat prescriptions

34.4 Finally, in the event of an onsite outbreak, the service will:

- Liaise with UKHSA, including reporting notifiable diseases
- Coordinate with onsite teams (Home Office and contracted providers)
- Isolate service users and/or contacts as required
- Treat conditions wherever possible

35. Infectious and Notifiable Communicable Diseases

35.1 SUs will have access to primary care through registrations with local GP practices. The Service Provider will support with the registration process.

35.2 All SUs will have been medically health screened before arriving on site and procedures are in place to support individuals with potential symptoms of infectious disease. The local UKHSA Health Protection Team provides advice and guidance on the management of individuals and contacts with a suspected infectious disease or outbreaks.

35.3 Signage providing reminders and UK Health Security Agency (UKHSA) guidance on hand washing is displayed throughout the site.

36. Suicide & Self Harm Prevention

36.1 The Service Provider will take the appropriate steps to minimise the risk of suicide and self-harm and Service Users will be able to access mental health support (either on site or in the local community).

36.2 Where SUs present as a suicide/self-harm risk they will be encouraged to obtain and attend a GP appointment. Onward referrals will be made to mental health practitioners, where appropriate.

36.3 In the event that a Service User is considered an immediate suicide/self-harm risk, and cannot await an onward referral, they will be provided transport to A&E for immediate support. An incident report will be produced by the Service Provider

and provided to the Home Office. Safeguarding referrals will be made where necessary.

37. Health and Safety

- 37.1 All incidents whether involving Service Users, employees, visitors, or subcontractors working on site will be reported and documented in the site Accident Book which will be retained in the Service Provider's office.
- 37.2 All accidents will be investigated to identify causational factors and any actions required to prevent a recurrence.
- 37.3 The Service Provider will have responsibility for accident investigation and reporting to the Home Office.
- 37.4 Near Miss reporting will be actively encouraged, with Near Misses also investigated and feedback provided to those reporting the matter. The Service Provider will encourage the reporting of near misses. They can be reported via the team or security staff. They can also be reported by whomever the person encounters first. Anyone can report a near miss.
- 37.5 In compliance with the requirements of the Management of Health and Safety at Work Regulations 1999 there is a documented overall general risk assessment for the site, available on request from the Site Manager.
- 37.6 The risk assessment will be reviewed after every injurious accident or dangerous occurrence or when there have been any significant changes to the operation of the site.

38. Handling a Death at the Site

- 38.1 

SECURITY

39. Management, Intelligence, Procedures & Control

39.1 All security personnel will be licensed by the Security Industry Association (SIA) and are vetted by the Disclosure and Barring Service (DBS).

39.2 The main areas of responsibility for the security personnel [REDACTED]

39.3 All security personnel will always display their SIA licenses and wear any Personal Protective Equipment (PPE) that is required.

39.4 If any prohibited items, from those listed in the Occupancy Agreement such as weapons are discovered, they will be reported to the Service Provider and if required, the police. If the item discovered presents an immediate threat to safety and security and it is safe to do so, it will be removed by security officers.

39.5 [REDACTED]

39.6 [REDACTED]

40. Security Tools, Equipment and Materials

40.1 Appropriate fixed camera CCTV is installed at the site, [REDACTED] The CCTV is installed to BS EN62676-1-1 standards.

40.2 The CCTV will be operated by the Service Provider and access to view the CCTV footage will be limited to authorised personnel only. All personnel handling data will be appropriately trained.

40.3 CCTV and GDPR. All properties used for service users need to make sure that they comply with data protection requirements, and specifically concerning any requests for any evidence that may be covered by the recorded data. Management on site who have access to the CCTV system must not, under any circumstances, release any CCTV records, without reference from the Data Protection Officer (DPO) via the appropriate representative. This applies to everyone, including the police, and any request by a third party. Requests will need to be made via a GDPR Data request and then responded to in accordance with the procedures. This is not optional, or negotiable. All staff who can access the CCTV system must be made aware of the processes.

41. Business Continuity and Incident Management

41.1 The following have been identified as potential emergency situations:

41.2 The Home Office works with the Service Provider, Local Authorities and the emergency services to develop and maintain full Business Continuity Plans for the site.

41.3 In the event of an incident the Service Provider will act as the incident commanders on site.

42. Protestor Management

42.1 The level of policing provision will be managed and decided by Sussex Police as an operational policing matter.

42.2 The site management team will inform SUs of the details of any planned demonstration/protest, with the management team complying with any police advice or instruction. The site will support the police encouragement for organisers of demonstrations to contact police prior to demonstrations for awareness and planning of a proportionate police response, with the aim for demonstration/protests to be peaceful maintaining the safety of all, including demonstrators, SUs, employees, emergency services and members of the local community.

43. Staff Actions on Finding a Fire and Raising the Alarm

43.1 Staff on site will be instructed by the Service Provider to take the following action in the event of a fire onsite:

43.2 If a fire is discovered:

- only tackle it if it is contained to a localised spot; and small enough to tackle without risk to life.
- set off the fire alarm.
- contact the site manager on the radio giving details of location.

43.3 the site manager will:

- call 999
- instruct Fire Marshals to evacuate all service users to the designated muster point.
- instruct all staff to make their way to the designated muster point.

43.4 Once all buildings are clear, report to site manager and await the arrival of Fire & Rescue Services

44. Fire Risk Management Plan

44.1 The Home Office expects the Service Provider to ensure that the site is safe and compliant with all relevant fire safety legislation and guidance. The Home Office expects that the Service Provider will ensure that their fire risk management processes will include, but not necessarily be limited to:

- Fire safety systems and equipment to both detect fires but also to respond to fires.
- Security Officers act as Fire Marshals in the event of a fire or evacuation, all of whom must be HASCO trained. Their training includes use of portable firefighting appliances.
- Individual Fire Risk Assessments (FRAs) have been completed for all accommodation and any buildings utilised across the site.
- Action plans resulting from FRAs are reviewed, actioned, and resolved appropriately.
- Fire drills are conducted at a minimum once every 6 months. The fire alarm test is completed weekly.
- Fire safety including evacuation procedures is covered as part of the site induction. Evacuation procedures for accommodation is displayed on the Fire exit doors in several languages.
- The complete fire evacuation procedures for the site.

45. Site Layout

