



Ministry of
JUSTICE

Contingency Response Programme

Schedule 16 – Supply Chain Requirements

SCHEDULE 16

SUPPLY CHAIN REQUIREMENTS

To provide a guiding structure to govern the Objectives of the Supply Chain collaboration process, the Client has arranged the FAC-1 Programme work packages into core and local as per Appendix 1 (Supply Chain Information Pack) of the Supply Chain Requirements.

Core packages are included in figure 16.1 below, and the Client proposes those packages are of key focus during the Phase 1A Alliance Activities. Core packages may include pre-cast concrete works, MEP risers, cell windows and doors, underfloor heating, flat roofs, GRP risers, riser doors and serveries, all of which will be common to the entire programme.

UID	Work Packages	Estimated % of Total Construction Value
19	Pre-Cast Concrete (PCC)	REDACTED
16	MEP Houseblocks	REDACTED
6	Access Control/Security/CCTV	REDACTED
24	Cell Windows	REDACTED
26	Dry lining	REDACTED
3	Voice/Data – ICT	REDACTED
12	Electrical Ancillary	REDACTED
5	Fire Alarms	REDACTED
7	BMS	REDACTED
34	Resin floor and walls cells	REDACTED

Figure 16.1: Core Packages defined by % of total construction value.

Each core package can then be explored and challenged via activity workstreams under the following headings:

- core package pricing
- core package programme/ interface

- core package terms and conditions (to tier 2)
- core package scope of works
- core package responsible business and social value

Each core package heading can then be extrapolated into a process flow and activity workstreams, using PCC as a worked example in figure 16.2 below:

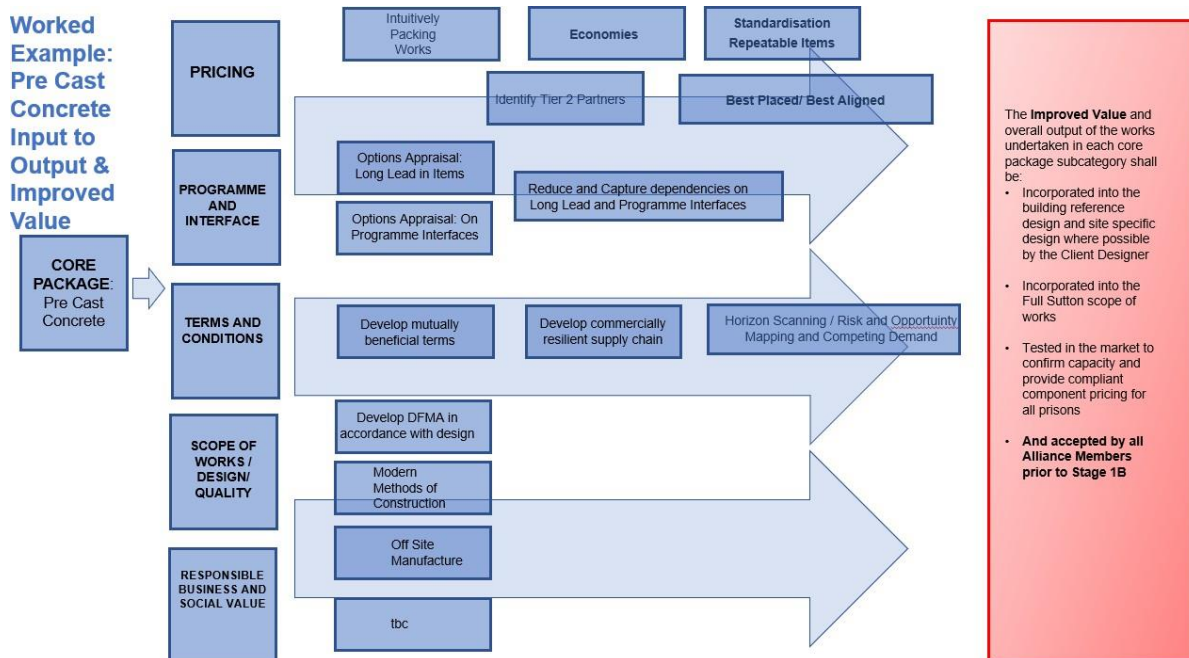


Figure 16.2: Process Flow and Activity Workstreams PCC Example

The process flow and activity workstreams in figure 16.2 above are not agreed by the Client nor exhaustive. The Client expects the Alliance to agree final defined workstreams and a corresponding RACI Matrix confirming which Alliance Members will deliver which workstream outputs within the defined Timeframe. The Client expects this definition and agreement to be completed within the first 14 days of the Phase 1A and approved by the Alliance Manager and named members of the Client 7 days following. The Client also understands the risks involved with breadth over depth of outputs and does therefore not expect the Alliance to cover all packages and all topics, a focus is expected to be defined at the outset, and the Client also considers economics in material suppliers not purely tier 2 contractors, specifically in the context of MEP. Additionally, the Authority anticipates a significant amount of lessons learnt and new information to be available at the commencement of the Alliance as a result of process on existing new prison builds, adding to the Client's decision not to be prescriptive until the first 21 days of the Alliance as defined in the timetable.

The output of the agreed workstreams shall be delivered concurrently with the Phase 1A design review and validation phase, this will allow maximum Improved Value to be achieved. The output of the agreed workstreams shall be documented by the Alliance Members in the monthly Phase 1A report.

The Alliance shall then collaborate to achieve the Objectives under workstream. The Improved Value and overall output of the works undertaken in each core package workstream shall be:

1. Incorporated into the building reference design and site-specific design by the Client Designer.
2. Incorporated into the Main Works Package scope of works.
3. Tested across the common Supply Chain to confirm capacity/ mapping and provide compliant component pricing for all Main Works Packages.
4. And accepted by all Alliance Members prior to the commencement of Phase 1B. Noting any non-conforming matters/ acceptances shall be confirmed in the Alliance Members final monthly Phase 1A report and prior to the commencement of Phase 1B.

As referenced above, the Client will not define the scope or outputs within each proposed workstream. The Client expects the Alliance to define workstream scope in view of achieving Improved Value and the common Supply Chain objectives through the implementation and satisfaction of the Supply Chain Requirements. To aid the Alliance with the Client's expectations, a worked example of Alliance Activities through the workstream pre-cast concrete (PCC) is provided as follows:

Alliance Activities Worked Example: Core Package: Pre-Cast Concrete

Item	Alliance Activity Example	Example Duration
1	The Alliance engages to review, develop and align the workstreams and Activities within each Core Package in consideration of the building reference design, the site-specific design and the common Supply Chain.	22days
2	A RACI Matrix is developed by the Alliance (owned by the Alliance Manager)	22 days (concurrent with 1)
3	The Alliance Manager and the Client approves the final workstream activities and corresponding RACI Matrix.	7 days (concurrent with 1)
4	In tandem with the building reference and site-specific design review and improvement, the Alliance shall work to explore and challenge Improved Value in the following workstream headings against the PCC package: <ul style="list-style-type: none"> ▪ pricing ▪ programme/ interface ▪ terms and conditions (to tier 2+) ▪ scope of works • responsible business and social value 	4 months

In exploring and challenging Improved Value in each package, the Alliance Members:

- will follow the steps set out in the Contract Terms
- will be guided where appropriate by the Government's recommendations for Supply Chain Collaboration set out at pages 23 to 25 of - https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/325014/Two_Stage_Open_Book_Guidance.pdf
- will develop and adhere to the Timetable that sets out the agreed timeframes for all their activities as also included in Appendix B.

Within the workstreams headings above: scope of works, DfMA is a sub workstream. The Alliance shall collaborate to develop a PCC DfMA strategy aligned to the building reference design and site-specific design, that shall in turn allow accommodation of the common supply chain demand and assist all supply chain partners in achieving consistency of workload with 'peaks and troughs'. The balance of Improved Value being increased productivity, minimising overhead recovery and lowering overall prices.

Other example DfMA Alliance Activities and challenge shall include:

- testing against known logistical constraints (transport limitations, site constraints, lift planning e.g. craneage)
- Review design in to offsite manufactured elements associated with "Modern Methods of Construction" (MMC).
- Review new manufacturing options and capacity close to the site, for example ability for simple components to be manufactured by a low skill base using local workforce and/ or Prison Industries (or private sector equivalent).
- Appraisal to review standardised components where bespoke / non-standard components are currently included.
- Utilise aggregated information from virtual planned models against actual delivery data, standardised and site-specific designs across the programme to generate metrics for procurement lead times, logistics, storage and lift planning etc.
- Undertake an options appraisal to determine the feasibility of manufacturing complex components where specialised skills exist but leverage local labour for final 'on site' and possibly off-site manufacturing and assembly.

It may be beneficial for the Alliance to select a lead Alliance Member per core package to champion maximum Improved Value against Objectives, but ultimately it is the responsibility of the full Alliance to achieve and agree the overall outputs and Improved Value established at the conclusion of Phase 1A.

To maximise improved Value across certain core packages, at this point the Alliance may propose that one or more supply chain members (Tier 2s+) "joins" what is called the Alliance, whether informally through participation in agreed Alliance Activities and/or formally in accordance with the Contract Terms. This arrangement if required shall be at an arm's length arrangement from the Client's perspective, where the Client is able to take the benefit of the output without directly engaging (or having a responsibility to pay) such Supply Chain members.

Phase 1A Supply Chain (Tier 2) Mapping and Capacity Testing

Following the Phase1A Supply Chain collaboration phase, the outputs and Improved Value are to be tested in view of capacity and mapping to a common Supply Chain. The Client anticipates this activity shall run concurrently with the Supply Chain collaboration phase as output and Improved Value across each core package category is captured. The Client is aware capacity mapping and testing may change between assessment and appointment and would expect the risks of such to be identified and confirmed prior to Phase 1B.

Price testing shall be undertaken through a dynamic purchasing system (DPS) and using a transparent procurement system (Jagger or similar) as the controls platform which will provide open and transparent information. During Phase 1A the Alliance Members and Alliance Manager will agree on a suitable platform The Alliance Manager will undertake the due diligence on the returned information in co-ordination and collaboration with the Alliance Members.

The Client is aware that different Alliance Members may wish to approach the core packages differently, this may happen with MEP and PCC. During the mapping and capacity testing phase the Client would also expect the Alliance to update and develop the Risk Register to carry forward the above-mentioned matters into Phase 1B.

The Risk Register will also record the commitment of Alliance Members to undertake Risk Management, including the nature of each risk, its likelihood and impact, the Alliance Member(s) responsible for Risk Management actions to reduce the likelihood of each risk and to reduce its financial/ other impact, plus agreed periods or deadlines for completing those actions.