



HM Prison &
Probation Service

OFFICIAL

Prison Operator Competition Mobilisation Strategy

Prison Operator Competition Mobilisation Strategy

Prison Estate Transformation Programme

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Contents

Statement of Purpose.....	1
Section 1: Mobilisation Overview	3
Section 2: Preparation for Service	5
Section 3: Ramp Up.....	10
Section 4: Mobilisation, Transition and Transformation (MTT)	14
Annex A: Assurance Checklist	16

Statement of Purpose

The Prison Estate Transformation Programme (PETP) Prison Operator Competition Mobilisation Strategy sets out what we consider to be the key elements of successful prison mobilisation for new and existing prisons. Given that the first call off from the prison operator competition will be a new Resettlement Prison at Wellingborough, this version of the strategy focuses more on the mobilisation of new prisons. However, the strategy can and should be used by bidders to assist the development of their mobilisation strategy and bid responses at both framework and call off level.

Our experience of mobilisation - both in the public and private sector - is that it is a critical time and is an inherently challenging period for new prisons, when many staff may be new and relatively inexperienced. The leadership team, officers and non-operational staff will all be adapting to the new site, at the same time as trying to create and embed a culture, regime and set of processes for the prison. In contrast, the prisoners that transfer in may be comparatively experienced and could seek to exploit teething issues in the regime. As such, mobilisation requires careful planning and monitoring to ensure the prison remains safe, decent and stable throughout.

For new-build prisons mobilisation comprises two phases – **Preparation for Service** (set out in section 2) and **Ramp Up** (set out in section 3). For existing prisons, mobilisation will form part of the previously-used **Mobilisation, Transition and Transformation (MTT)** approach set out in section 4.

Some of the content in this strategy is also set out as requirements in the mobilisation schedule in the call off contract. Some are recommended but non-mandatory features that we would expect to see covered in some way in a Mobilisation Assurance Plan. Although both the Mobilisation Strategy and Mobilisation Assurance Plan broadly set out the actions we would expect the prison operator and Authority to take during mobilisation, these should not be considered exhaustive.

The prison operator will be responsible for the successful mobilisation of the prison, but this strategy and the emphasis we have placed on successful mobilisation in the contract demonstrates that – possibly more than any other period in a contract’s lifecycle – it should be a period of close partnership between the prison operator and the Authority. The scheduling of regular checkpoint meetings, informed by equally close relationships with other delivery partners, should help to shape the development of the prison’s culture and allow a timely, joint response to issues as they arise. This approach has also influenced our thinking in respect of any Authority Package of Support which may be provided at each call off, details of which can be found in the competition data room ‘Wellingborough APOS Offer’ in the Wellingborough-specific Documents section.

This document will be updated for future call off competitions taking into account continued lessons learned and the need to focus more on Mobilisation Transition and Transformation where it relates to existing prisons.

Section 1: Mobilisation Overview

This section provides an overview of the mobilisation for a new prison, the key requirements within the mobilisation period and how the Authority will hold the prison operator to account through a Mobilisation Assurance Plan. Sections 2 and 3 then detail the actions we would expect to see in the distinct periods of mobilisation in a new prison.

These sections should also be read in conjunction with the *(draft) Sectional Completion and Handover Strategy*. This is attached to the mobilisation schedule in the call off contract. Both are needed to understand the full requirements of developing a coherent strategy if developing a bid for the first call off at the new Resettlement Prison at Wellingborough, which will be subject to sectional completion.

Custodial Service Delivery Plans

Within one month of the Commencement Date, the Prison operator is expected to have provided an Initial Custodial Service Delivery Plan (ICSDP) which will cover the whole period of mobilisation, until the prison is fully operational.

The ICSDP will include:

- i. The staff handbook
- ii. Public relations procedures
- iii. Partnering agreements
- iv. A resourcing plan
- v. A Mobilisation Assurance Plan
- vi. The dates by which the Initial Operating Procedures will be delivered to the Authority
- vii. Requirements for training on the Authority's ICT System.

The Prison operator will provide ICSDP Reports that give an update of progress against the ICSDP throughout the Mobilisation period. This is likely to focus largely on progress against the milestones set out in the Mobilisation Assurance Plan.

Once the prison is fully operational, the prison operator will be expected to work to an Annual Custodial Service Delivery Plan (ACSDP) as defined in the Terms and Conditions of the contract. If the ICSDP is likely to continue into the start of a new Financial Year then the ACSDP should cover just the period of time after the prison becomes fully operational.

In addition to items (i) to (iv) of the ICSDP, the ACSDP will cover:

- Operating Procedures, along with proposed review dates
- Annual Interventions Plan
- Annual Interventions Costs
- Sustainability Plan
- Prisoner Employment Plan
- Prisoner Work Plan
- IEP process

- The Exit Plan

Mobilisation Assurance Plan

The Mobilisation Assurance Plan will be the key document for managing the programme of work to deliver a full custodial service. The Authority – via the Controller and the Prison Estate Transformation Programme – will monitor progress against the plan and this progress will be a central consideration for Checkpoint meetings that will be established throughout the mobilisation period.

As a minimum, the Mobilisation Assurance Plan should set out the actions the Prison operator will take under each heading of the Assurance checklist at Annex A, along with timescales and resources. Sections 2 and 3 of this strategy give more detail on the two phases of mobilisation and these should inform the production of the Mobilisation Assurance Plan.

Section 2: Preparation for Service

This section sets out the actions that we would expect to see during the Preparation for Service phase of mobilisation. It is not exhaustive, and Operators may decide to approach certain elements differently to the way it is set out below. It is intended to demonstrate what we would look for in a credible Mobilisation Assurance Plan, but not dictate how that plan should be delivered. It also sets out what we – the Authority – will do to enable and support the prison operator to establish an effective custodial service.

This section should also be read – for Wellingborough – in conjunction with the (*draft*) *Sectional Completion and Handover Strategy* that sets out key elements for sectional completion.

Checkpoint meetings between the Authority and prison operator should commence early on in the Preparation for Service phase and will be used to plan and monitor activity, as well as iron out issues as they arise. A Controller will be available from the start of the contract and they will also be able to work with the prison operator, MOJ Estates delivery teams and, where necessary, the Constructor to help keep progress on track.

2.1 Shared vision

Operators and their suppliers should seek to develop a shared understanding of the core partnership values, transformation agenda and the benefits of early community engagement, specific to mobilisation. This will prevent a culture of silo working and ensure all stakeholders fully understand how their areas impact on mobilisation and the required outputs that need to be achieved.

Commitments should include:

- improving safety standards
- increasing rehabilitation
- reducing reoffending
- transforming the nature of time spent in prison

And have a particular focus on:

- tackling suicide, self-harm and levels of violence
- improving the recruitment and retention of prison custody officers and other staff
- improving resettlement outcomes and lowering reoffending rates.

Authority actions:

HMPPS will provide clarity on its organisational priorities and engage with potential operators to detail our values, shared vision and the significance of added value in the new prison design and how this is expected to be operated within a resettlement regime. We will test how well these values and priorities have been applied when evaluating proposals.

Prison operator actions:

Develop values in line with the prison transformation agenda and develop a shared vision and understanding of a resettlement prison design which would showcase the importance of providing a resettlement culture within all aspects of delivery, including early engagement with the local community and the benefits this can bring.

2.2 Leadership

Strong leadership is required from the start of the contract. Leaders in key posts need the experience and capability to build sound business infrastructure and operational processes, as well as inspire staff, to create a stable, safe regime that is balanced between control and rehabilitation. Leadership needs to be established quickly and key Senior Management put in place well before officer recruitment to provide both consistency and accountability.

Authority actions:

A dedicated controller will be in place and available from the point of contract award and a PETP mobilisation lead will oversee the entire Mobilisation process (Preparation for Service and Ramp Up).

Checkpoint Meetings will be established shortly after the Commencement Date and will continue for the duration of mobilisation on an at-least-monthly basis (and probably more frequently at the start of mobilisation). They will be chaired by an Authority representative. This body will monitor the Mobilisation Assurance Plan as part of the Contractor's ICSDP Reports, using the Authority's assurance checklist to keep mobilisation on track.

Prison operator actions:

Operators should provide evidence in their bids that leadership will be in place at the earliest opportunity from the contract being awarded. The Senior Management Team should be present on site from the earliest possible point in the mobilisation period.

Attendees with the right level of authority to cover key elements of the Mobilisation Assurance Plan will be expected to attend checkpoint meetings throughout the mobilisation period. This will include attendees with the relationships with partners in Health, drug services and Local Authorities. Representatives from these third parties may be invited by the Prison operator or Authority to attend checkpoints if appropriate.

2.3 Recruitment and Retention

It is vital that operators recruit, train and retain the right staff to deliver a good service. When mobilising a new prison all staff will require time to gain an understanding of their new surroundings and should help to form the culture of the site. Recruitment and retention can be challenging, and other prisons have faced difficulties in retaining staff, especially when environmental or cultural issues have not been tackled.

The training and induction process should provide staff with the necessary knowledge and skills, ensuring all are aware of and bought in to the core values of the prison. Both the operational and non-operational staff profile needs to include experienced staff and managers with the right skills to model the culture and mentor the less experienced. Supporting and developing staff is vital if the prison is to retain staff and keep attrition low.

Authority actions:

As part of Authority Package of Support (APOS– see Section 4 below), we will seek to ensure the vetting process for the Operator’s staff is streamlined and not subject to unnecessary delays.

Prison operator actions:

Operators will need to evidence in their bids how they have considered the geography and economics of the area demonstrating a clear understanding to the timeline of both its own and partner agency recruitment.

Prison Custody Officer recruitment will need to commence in good time before the Service Commencement Date. The prison operator will need to demonstrate in their recruitment planning how new prison custody officers will gain live experience and build confidence and resilience in their face-to-face interactions.

The prison operator should demonstrate how they will mentor and manage **new** staff. This should include how they intend to mitigate the risks of running a new prison with a potentially less experienced workforce. They should evidence strategies to embed a supportive culture that enables resilience to develop, with the intention that newly trained staff retention is high, and attrition is low.

The prison operator should demonstrate how they will mentor and manage **experienced** staff, whether recruited directly or brought in via a loan or secondment opportunity from an existing prison. They should evidence strategies to embed a supportive culture that enables adaptation to this unique environment, with the intention that experienced staff retention is high, and attrition is low.

Staff profiles will need to have the right mix of experience to support delivery. Operators should demonstrate an understanding of what this means for different roles, and how they intend to meet this need.

2.4 Training and setting the right culture for a Resettlement Prison

Training and creating the right balance of culture between rehabilitation, control and security is essential to successful mobilisation ensuring that this culture is a key theme in all staff training. This balance should be the thread that links everything that staff do in their day-to-day interactions and interventions.

Themes for achieving the balance between rehabilitation culture and dynamic security:

- The attitudes and thinking that enable effective use of soft skills to:
 - Achieve a supportive rehabilitative environment

- Maximise the use of dynamic security
- A focus on building staff-prisoner relationships with openness and transparency
- Staff professionalism ('staff confidence and competence in the use of authority')
- Opportunities for prisoners to exercise some degree of autonomy
- The importance of relationships and strong family links
- Forming or renewing positive, supportive relationships
- Strengthened community links and opportunities for prisoners' self-development
- Preparation and support for release and resettlement
- Developing a pro-social identity, sense of purpose and self-determination
- The development and maintenance of hope and motivation
- Recognition and celebration of positive change
- Mental health awareness

Authority actions:

Under APOS, we aim to offer training packages focused on embedding a balance between rehabilitative culture, security and control. This can be drawn upon to prepare new staff for working in a resettlement prison.

Prison operator actions:

The prison operator must evidence understanding that any training is a starting point, and should have a strategy in place for ensuring staff continue to develop the necessary knowledge, confidence and skills to enable resettlement outcomes introduced through any training course or exercise. They should identify and address any potential gaps in these essential attributes in their workforce.

The prison operator is responsible for ensuring that the training, induction and subsequent processes provide employees with the necessary knowledge, language, confidence and skills to enable resettlement outcomes. For Prison Custody Officers this includes the most up-to-date POELT training as a minimum, but also the capability of all operational and non-operational staff should be considered by the prison operator.

Whether drawing on training under APOS, using another existing training package or devising something new, the Prison operator should demonstrate understanding of how their chosen provisions will provide employees with the necessary knowledge, language, confidence and skills to be developed on the job to enable resettlement outcomes.

2.5 Assurance

Post contract award, the prison operator will need to provide assurance on how mobilisation is progressing via its ICSDP Reports. This will enable emerging problems to be recognised and addressed in a timely manner. Assurance measures must be in place to support the achievement

of the prison's policies, values and targets at all levels. Annex A details delivery expectations at each milestone, ensuring:

- proper internal controls are in place
- that those controls are operating effectively
- key risks are being managed to enable the mobilisation of resettlement prison
- a formal early warning system alerts is in place to recognise emerging issues that may affect successful mobilisation.

Authority actions:

Provide Assurance Checklist milestone guidance for the readiness assessment document (see Annex A below).

Prison operator actions:

The Prison operator should provide readiness assessment information within agreed timescales, capturing robust evidence and achievements of all key milestones, giving consideration to both their internal and external supply chain, allowing additional time in order to rectify any issues before final sign off to go live is approved.

2.6 Engagement and communications

Throughout mobilisation the importance of strong working relationships within and beyond the prison between the constructors and project/operational team are key. Ensuring that communication remains an effective two-way process with the flexibility to address risk at its earliest opportunity. The right people with the right levers need to be available throughout the mobilisation period.

Authority Action:

Consult early and often with potential operators to ensure all requirements are understood and agreed. Build relationships, support and provide transparency throughout the competition process and ensure actions are carried out in a timely manner.

Prison operator action:

The communication expectation should be built into bids as part of the communication strategy, including attendance of required meetings and up-to-date completion of readiness assessments, ensuring that any key stakeholders and third-party engagement is also included. This communication expectation will be tested as part of the evaluation process.

Section 3: Ramp Up

The Ramp Up phase will begin shortly after the Service Commencement Date and end at the point at which the prison can reasonably be considered to be at 'steady state', with all planned capacity made available for use. In the case of the new Resettlement Prison at Wellingborough, our assumption is that will be 10-12 months after the service commencement date (based on an average Ramp Up rate of 40 additional available places per week), but the actual end date will be agreed by parties at the Stability Threat Assessment Meeting (STAM) and signed off by the Authority.

This section should also be read in conjunction with the *Sectional Completion and Handover Strategy* to ensure bidders understand the full requirements of developing a coherent mobilisation strategy and delivery plan if developing a bid for the first call off at the new Resettlement Prison at Wellingborough, as this prison will be subject to sectional completion.

3.1 Ramp Up Principles

Ramp Up is a key period where many of the risks of running a prison are more likely to manifest. Leaders and staff will be acclimatising to the new prison and the rhythm of the regime may take a while to settle. A proportion of staff is likely to be relatively new, and some prisoners transferred in may have more experience of prison life and seek to test new officers and processes. The experience of both operation and non-operational staff can impact on the sustainability of the Ramp Up rate in a new prison. Equally, teething issues with the regime may have an impact on individuals' experience of the prison, the effects of which may be most acute with more vulnerable prisoners.

The prison operator and Authority will therefore need to be vigilant during Ramp Up to ensure that the prison remains safe, secure and decent as its population grows. If Ramp Up has to be scaled back in order to stabilise the regime then this is preferable to allowing problems to worsen, particularly as long term instability is more likely to have a sustained impact on capacity and pressure across the estate.

First impressions of the prison are vital and to a certain extent the Ramp Up plan could succeed or fail on the effectiveness of the reception function and first night centre. Similarly, the smooth running of the prison will rely on there being in place an initial cohort of prisoners able to deliver key functions.

We have established the following principles that should apply during the Ramp Up phase:

- The focus of Ramp Up should be on achieving stability, with the process supporting the ability of the Authority and prison operator to prevent rather than respond to serious disruption
- Overall site-level progress should be regularly monitored by stakeholders at the right level of authority, with a focus on progress against the Ramp Up plan as well as levels of security, order, control and stability
- The Authority and prison operator should be confident that they can be transparent about progress and risks throughout Ramp Up

- The Authority and prison operator should be able to instigate a pause in Ramp Up if the prison falls outside of performance tolerances – especially safety and security
- Operators should not Ramp Up at a rate that is unsustainable or puts performance (particularly safety) at significant risk.

Authority actions:

The Authority will work with the prison operator to ensure they can select prisoners in early Ramp Up such as kitchen workers, peer mentors and listeners to establish these vital functions.

In addition to Checkpoint meetings, which will continue to meet at least monthly, Stability Threat Assessment Meetings (STAM) will convene at least quarterly throughout the Ramp Up phase and be chaired by an Authority representative. These meetings will allow the Authority and prison operator to formally assess the stability of the prison, drawing on metrics and operational intelligence to decide whether to pause, slow down or speed up the rate of intake to the prison. It does not replace the day-to-day dialogue on stability between the Director and Controller. An extraordinary STAM may be called by either party if circumstances demand a formal decision on Ramp Up.

Prison operator actions:

The prison operator should work in partnership with the Authority by providing attendees with the right level of authority, covering the key membership requirements at both Checkpoint meetings and STAMs. They should take a flexible approach throughout the mobilisation period, identifying and communicating risk at the earliest opportunity that may cause a delay to Ramp Up or the Service Commencement Date.

The operator's Mobilisation Assurance Plan should include a Ramp Up schedule in line with the recommended Ramp Up principles. This should detail:

- sourcing of the initial cohort to fulfil critical hotel function; and
- approach to housing subsequent cohorts in line with proportions established by the resettlement prison model, including men convicted of sexual offences.

All partners and planned contracted services should be aligned to the planned Ramp Up and opening of the prison and engagement with Prison Escort Services will be essential.

Special emphasis should be placed on making sure staff are familiar with booking in processes relating to reception and first night induction.

3.2 Construction Handover

We want to ensure there is time and space for the prison operator to work closely with the constructor to ensure that the prison is fitted out in line with how it will be used. The Preparation for Service phase will give the prison operator time to develop a good understanding of the building whilst parts of the building are being completed and to agree a programme for the operator to fit out the areas of the prison it is responsible for. In the event of a sectional completion, where phases of the construction continue into the Ramp Up period, the Operator, Authority and constructor will need to work closely and collaboratively to make sure that custodial services can be delivered effectively whilst construction can continue safely.

Authority actions:

The Authority will provide details of the Construction Plan and will ensure all manuals and warranties will be made available digitally on a platform compatible with end user requirements at the point of handover to the Operator. This ensures safe systems of work can be put into practice accordingly from day one without delay.

Prison operator actions:

The prison operator should be mindful when planning that handover will not be accepted without warranties being in place and the prison operator will need to agree a programme to fit out the areas of the prison it is responsible for.

3.3 Compatibility of ICT

Incompatibility of ICT can cause delays to mobilisation. All IT and telecommunication systems must be operational and capable of performing the required functions ensuring they are also compatible and interpretable with HMPPS and any third partner agencies.

Authority Actions:

Digital solutions will be available for NOMIS to be cloud based by 2021, allowing easier compatibility of ICT systems.

Prison operator actions:

The prison operator will need to provide evidence that software is compatible with HMPPS IT systems (Quantum and NOMIS). The core offender record system – NOMIS – incorporates the new role of the key worker under Offender Management in Custody (OMiC). Consideration should also be given to the installation and usage of all hardware and server requirements, including all third-party suppliers and partner agencies.

3.4 Other Service Providers

If operators source their own suppliers for contracts, they must ensure they meet HMPPS required standards and lead times must be factored into the mobilisation timeline to ensure this does not impact on the service commencement date.

Authority Actions:

If Operators call off HMPPS contracts, the Authority will give advance notice to partners/suppliers in order to allow for any "transition time" to a change in current contracts along with managing the increase in demand within the required lead-times.

Prison operator actions:

Prison operator to notify suppliers and place an order with sufficient warning as to when goods/services are required, ensuring that this is within the required mobilisation timelines.

Section 4: Mobilisation, Transition and Transformation (MTT)

The mobilisation approach set out above will be significantly different for the mobilisation of an existing prison. In such cases the contractor will not be building a new service from scratch but taking on an existing prison, usually without any gap in provision, and making the improvements in efficiency and effectiveness set out in their bid. Although the contractor will need to go through a preparation for service phase, just as it would for a new prison, instead of a Ramp Up phase there will be a short period of transition from one contract to another and then a period of transformation as the contractor implements the service it has set out in its bid. This structure will be needed even where the same provider as currently running the prison wins the contract as the contract will have been agreed on different terms.

Mobilisation (under MTT)

As with new prisons, the period of mobilisation starts at the point of Contract Award (Commencement Date) and ends when the prison makes available its full capacity. Unlike new prisons, we would expect a re-competed prison to be at full capacity on the Services Commencement Date, even if there will still be a brief period of transition after this point.

During this period, mobilisation will cover the planning and delivery of all activities that are essential to the successful handover and operation of the prison including the development and integration of all of the Contractor's proposals for delivering the Contract requirements. As with all competed prisons, we will expect this to be set out in a Mobilisation Assurance Plan under the terms of the Initial Custodial Service Delivery Plan set out in the contract.

Transition

Under MTT, Transition is defined as the relatively short period spanning two weeks leading up to and two weeks after the Services Commencement Date, during which time the incumbent will hand over all essential services, property, assets, data and policy to the new prison operator to ensure a successful transition to the new contract. Although Transition is a relatively short period of time the successful implementation of the Transition phase is key to the whole handover process.

To fully understand the bidder's proposals for this essential element of the handover process, the Authority needs an in-depth understanding of the Bidder's proposals for this period. Attention to detail will be vital to assure a successful handover. The Transition period can best be explained and interpreted as holding a magnifying glass over the planning and delivery activities that surround the actual handover of the prison.

Due to the sensitive nature of some elements of transition, and the criticality of this period, the Authority needs to ensure there are robust management processes in place and that there is close dialogue between the Contractor and the Authority.

Transformation

The primary objectives of competition are to secure marked improvements in the efficiency and effectiveness in the delivery of custodial services at the prison, which lead to improved outcomes, including a reduction in re-offending.

The key element of Transformation will be the delivery and integration of the Contractor's proposals for delivering these improvements in efficiency and effectiveness. To ensure these improvements last, it is essential that clear planning, organisation, coordination and management are in place during the Transformation phase to deliver these benefits. We would expect these plans for transformation to form a critical part of the Contractor's first Annual Custodial Service Delivery Plan, building on the progress made in the Initial Custodial Service Delivery Plan submitted for the mobilisation phase.

Annex A: Assurance Checklist

1.0 Leadership, project governance and organisation

1.1 Identify Key Leadership roles, experience and responsibilities providing evidence where required.

1.2 Identify the Contractor's key individuals or roles to be present at meetings, including the Checkpoint and Stability Threat Assessment meetings.

2.0 Risk governance/scheduled review meetings

2.1 Mechanism to manage and monitor progress of mobilisation as well as providing a forum to identify/manage risks during that period of the contract.

2.2 Strategic, operational, communication and progress meetings are in place with Contractor and Authority during Phase 1 and Phase 2 of mobilisation process.

3.0 Shared vision, respect, values and goals

3.1 Develop the vision, values and goals of the prison to be will be communicated to all staff, stakeholders and 3rd party suppliers.

4.0 Communication, partner and stakeholder engagement strategies

4.1 Plan and produce internal and external communication and engagement demonstrating how all relevant parties will receive key communication.

5.0 Recruitment and retention during the life of the contract

5.1 Develop recruitment plan to meet the mobilisation timescales demonstrating a clear understanding of the geography and economics of the area and local employment market.

5.2 Develop retention plan, staff engagement and approach to achieve a balance mix of experienced staff with the right skill set.

6.0 Organisational staffing requirements

6.1 Plan and produce operating procedures and processes including performance evaluation.

7.0 Training, personal development and setting the right workplace culture

7.1 Delivery of training, real time experience and mentoring including mandatory training from HMPS outlining training to be delivered and timescales.

8.0 Delivery and transitioning of ICT (Compatibility)

8.1 Deliver and Transition ICT, which must be compatible with Authority's system.

8.2 The usage of ICT including telephony, E-mail and Video Conferencing systems.

9.0 Property, facilities and life-cycle management

9.1 Detail Facilities Management (FM) requirements and provide what is necessary to mobilise FM services within the prison during this period, including annual health checks.

9.2 Identify procedures to report hard and soft FM services - to include comprehensive hand-over and highlight any outstanding work.

9.3 Detail performance management and delivery management information.

10.0 Prison industries and resettlement service plans for current and future

10.1 Define Industries and Resettlement Services to include a working Prison Plan for each purposed industry/service, a plan for the set-up of each new industry/service to be introduced to the prison. Detailing the approach to steady state identifying activity arrangements.

11.0 Operational and quality assurance requirements for the delivery of custodial services

11.1 Develop the Initial Custodial Service Delivery Plan, including timelines for production of initial operating procedures and handbooks.

12.0 Adherence to the National Security Framework, (Local Security Strategy)

12.1 Adhering to National Security Framework, plan, produce and implement Local Security Strategy to ensure Public Protection, a Safe, Decent and Secure Environment is achieved.

13.0 First night, induction and discharge procedures prior to prisoner arrival.

13.1 Detail operational procedures together with timing and testing with third party providers, including full induction and security awareness training for all staff and 3rd party operators.

14.0 Third party engagement

14.1 Plan the approach for establishing and maintaining third party relationships, including who the critical partners are, anticipated outcomes (including reduction in re-offending and successful resettlement) and partnership working processes.

15.0 Ramp Up

15.1 Demonstrate transparent and flexible approach to Ramp Up, meeting the principles of the Authority's Ramp Up model (see section 2.1 of Mobilisation Strategy), identifying and communicating risks at the earliest opportunity.

15.2 Plan to manage and meet the initial required hotel function and subsequent cohort of prisoners throughout Ramp Up, reflecting mix of prisoners in line with the Resettlement model.

16.0 Provide a Safe, Secure, and Decent environment (Safeguarding)

16.1 Detail provision for prisoners at risk, foreign national prisoners, healthcare arrangements, substance misuse services and mental health services.

16.2 Detail provision for maintaining a safe, secure and decent regime and environment that supports health, well-being, rehabilitation and reduces re-offending.