



Prison Operator Competition New Prisons Mobilisation Strategy

April 2024 v3.0



Contents

Statement of Purpose	3
Section 1: Preperation for service	4
1.1 Shared vision	5
1.2 Mobilisation Project Plan.....	6
1.3 Custodial Service Delivery Plans.....	6
1.4 Assurance and Governance Process.....	7
1.5 Stakeholder Engagement and communications.....	7
Section 2: Practical Completion.....	8
Section 3: Service Commencement Date	9
Section 4: Ramp-Up.....	9
4.1 Ramp-Up Principles.....	10

Required Annex.

Annex A: New Prisons Working Partnership

Annex B: Prison Operator Competition Mobilisation Strategy: Assurance Checklist

- **Statement of Purpose**

The Prison Operator Competition Mobilisation Strategy sets out what is considered to be the key elements of successful prison Mobilisation for new prisons and should be used by bidders to assist the development of their Mobilisation strategy and bid responses. Our experience of Mobilisation, both in the public estate and more recently with HMP Five Wells and HMP Fosse Way, 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 to operate. 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, secure, and stable throughout Mobilisation.

Some of the content in this strategy also sets out the requirements in Schedule 5 (Mobilisation) of the Call-off Contract. Although the Mobilisation Strategy broadly sets out the actions required during Mobilisation, the Authority requires an extensive and detailed Mobilisation Project Plan (MPP) for the Contractor and Authority to take forward during Mobilisation.

The Contractor will be responsible for the successful Mobilisation of the Prison, but within this strategy the emphasis we have placed on successful Mobilisation demonstrates that it should be a period of close partnership between the Contractor 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 working relationships with partners and stakeholders. This allows for timely, joint responses to issues as they arise enabling effective and immediate resolutions to be agreed and put in place.

Mobilisation Overview

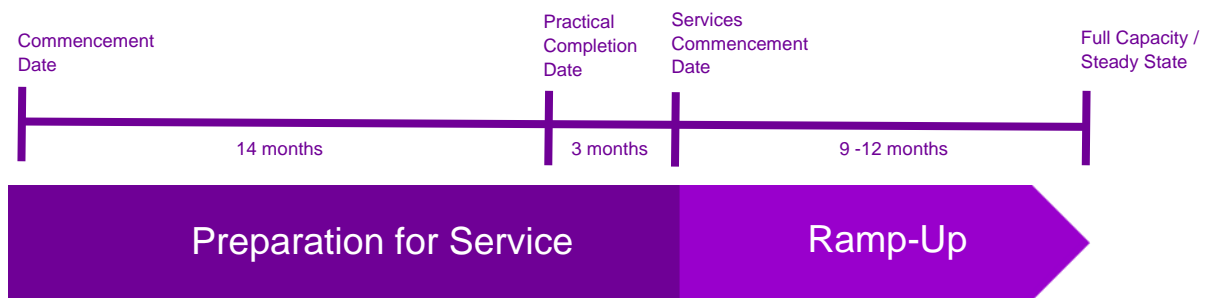
New Build Prisons Mobilisation comprises of the following periods:

1. Preparation for Service.
2. Practical Completion
3. Services Commencement Date
4. Ramp-Up

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These periods of the Mobilisation of a new build prison allow for a holistic approach to Mobilisation. Preparation for Service coincides with the latter stages of construction and during this period the Contractor develops their knowledge of the site, introduces their systems and partners to the site. Additionally, a key element is building their operational, managerial and staffing model against their MPP.

The diagram below shows a high-level overview of the Mobilisation process.

**1. Preparation for Service**

This section sets out the actions that are expected to be seen during the Preparation for Service period of Mobilisation. This is the period immediately after contract signature. It is not exhaustive, and a Contractor may decide to approach certain elements differently to the way it is set out below. It is intended to demonstrate what elements make up a credible Mobilisation Project Plan, but not dictate how that plan should be delivered. It also sets out what the Authority will do to enable and support the Contractor to establish an effective custodial and maintenance service.

Checkpoint meetings between the Authority and Contractor should commence early in Preparation for Service and will be used to plan and monitor activity, as well as identifying and rectifying 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 Data Room document "APOS Offer for New Prisons".

A Controller team will be available early in the contract to support the Contractor from Preparation for Service to the Services Commencement Date, when the permanent Controller Team will be put in place. This early engagement from the Controller team will also enable work with the Contractor and MoJ Property delivery teams to help keep progress on track.

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The initial Preparation for Service requirements are outlined in the following table:

Activity	Timeframe
Preparation for Service commences	At Commencement Date
The Monthly Mobilisation Payment in respect of Preparation for Service Period costs are paid as set out at paragraph 16.5 (Monthly Mobilisation Payment Schedule) of Schedule 14 (Payment Mechanism) .	At Commencement Date
Contractor to submit their Mobilisation Project Plan (which includes their Initial Custodial Service Delivery Plan (ICSDP))	Within thirty (30) Days following the Commencement Date
Authority to share the programme of work with the Contractor by building type including a 26-week notice period of permitted work to be carried out post Practical Completion (subject to Appendix 2 (Project Interface Document) of Schedule 5 (Mobilisation));	Within a reasonable timeframe at least 26 weeks prior to Practical Completion Date
Contractor to review the compatibility and security of the ICT and telecommunications provision, in conjunction with the MoJ Digital Services Team, to ensure that infrastructure is secure and compatible with HMPPS and any partner agencies systems.	Within thirty (30) Days following the Commencement Date
For any Prisoner facing ICT solutions, a roadmap to approvals from appropriate MoJ Digital Services Team and MOJ/HMPPS operational safety and security teams should be developed and agreed with the Authority.	Within thirty (30) Days following the Commencement Date
The Authority to schedule regular checkpoint meetings, to be led by the Contractor. Contractor to develop a joint agreement of reporting structure with the Authority.	Within thirty (30) Days following the Commencement Date

Each programme of work will include:

- Build programme and expected date of completion
- Asset Verification inspection process
- Building familiarisation process

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- System familiarisation process
- The Contractor to develop a training needs analysis for Operational and Non-Operational staff to allow for familiarisation of systems and their functionality.

The following points expand the key areas of Mobilisation which will enable the Contractor to interact in a positive manner with the HMPPS New Prison Mobilisation Team (from herein referred to as Mobilisation Team), and the Authority more widely. The common goal throughout the process is to have a sound basis for the Prison to develop post Service Commencement Date through the period of the Contract.

1.1 Shared vision

Shared vision regarding the development and progression of a new build prison is essential for a successful Mobilisation. Core to this is effective partnership working between all parties. The initial shared vision for both the Mobilisation Team and the Contractor is to ensure that the public purse receives value for the money invested. Following this the cumulative shared vision follows the following points:

- Helpfulness
- Challenging but supportive
- Open and honest
- Respectful to each other and each other's opinions.
- Professional at all times.

The Contractor should have a management team that has the ability to work with a shared vision. 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. Clarity in understanding comprehensive risk management and a time bound approach supports aligned governance and open reporting process, ensuring the correct support is provided to the Contractor, from the Mobilisation Team, during Preparation for Service.

1.2 Mobilisation Project Plan

Within thirty (30) Days of the Commencement Date, the Contractor must provide the Mobilisation Project Plan. This will be the key document for managing the programme of work to successfully mobilise a full custodial and maintenance service. The Authority will monitor progress against the plan and will be a central consideration for Checkpoint Meetings that will be established throughout the Mobilisation period.

As a minimum, the Mobilisation Project Plan should set out the actions the Contractor will take under each heading of the Assurance Checklist at Annex B, along with timescales and interdependencies within the plan. To support the MPP there will be a series of workstream leads to mirror and support the Contractor workstream leads to both support and monitor progress of the MPP. The Mobilisation Project Plan will contain the Initial Custodial Services Delivery Plan by

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which the Contractor intends to deliver the custodial services of the Prison. This plan will run through all periods of Mobilisation and will then form the basis of the Annual Custodial Services Delivery Plan (ACSDP) once the prison is fully operational.

1.3 Initial Custodial Service Delivery Plan

Within thirty (30) Days of the Commencement Date, as part of the Mobilisation Project Plan, the Contractor 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 set out how the Contractor will prepare to deliver (and begin to deliver where relevant) their plans. For the avoidance of doubt, the ICSDP should not solely replicate the Contractor's Proposals, but rather, it should provide assurance to the Authority by setting out the activity that will be undertaken to mobilise the Contractor's Proposals.

The ICSDP will include:

- i. A initial draft of the staff handbook, with plans to refine and finalise;
- ii. The dates by which the Initial Operating Procedures are to be delivered to the Authority's Representative;
- iii. The Contractor's approach to mobilising public relations procedures;
- iv. The Contractor's plans to mobilise the OSP Partnership and Enabling Plan, including a list of all expected Partnering Agreements (including, for example, Probation, Health and Social Care, etc., as well as including any emergency services contingency planning);
- v. A resourcing plan for the entire Mobilisation Period;
- vi. The Contractor's plan to mobilise delivery of **appropriate** work opportunities for certain Prisoners (including in Prison Industries and any other work inside the prison);
- vii. The Contractor's Annual Employment on Release Plan (applicable only where there is a 'Resettlement' Prison Function);
- viii. The Contractor's plan to mobilise delivery of at least the **minimum number** of work places;
- ix. The Contractor's plans to mobilise their proposed incentive and earned privileges scheme;
- x. The Contractor's plan to mobilise the delivery of the full Purposeful Activities offer to Prisoners;
- xi. The Contractor's plans to mobilise the delivery of education and embed their overarching strategy for Education Services, Prison Library Services, Prison Industries and Prison Work
- xii. The Contractor's plans to mobilise the delivery of their Property and Facilities Management Services
- xiii. The Contractor's initial draft Exit Plan, with plans to refine and finalise
- xiv. Plans to mobilise the creation and use of a Regime Forecast;
- xv. The Contractor's plans to deliver appropriate cyber security engagement prior to the Services Commencement Date; and
- xvi. Where applicable, the Contractor's plan to mobilise Prison Industries and resettlement services;

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Further detail on the above items can be found in paragraph 9 of Schedule 5 (Mobilisation).

The Contractor will provide ICSDP Reports that give an update of progress against the ICSDP throughout the Mobilisation period. The appropriate focus and detail to be provided against each item in the ICSDP should be specifically tailored to Mobilisation at the Prison.

Once the Prison is fully operational, the Contractor will be expected to work to an Annual Custodial Service Delivery Plan (ACSDP). If the ICSDP is likely to continue into the start of a new Contract Year then the ACSDP should cover just the period of time after the Prison becomes fully operational.

The ACSDP builds on the core elements of the ICSDP, but is a more comprehensive suite of documents, details of which can be found in Clause 24.1 of the Terms and Conditions.

1.4 Assurance

Post Commencement Date, the Contractor will provide assurance on how Mobilisation is progressing via updates against the Mobilisation Project Plan, including ICSDP Reports. This will include producing a reporting dashboard that provides overall delivery confidence, progress on critical milestones from the MPP, key risks and issues and appropriate updates on progress for each workstream across Mobilisation. 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 B (Assurance Checklist)** details delivery expectations at each milestone, ensuring:

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

1.5 Stakeholder Engagement and communications

Throughout Mobilisation the importance of strong working relationships within and beyond the prison between the Constructor 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.

There should be specific resource applied to stakeholder management, both internally and externally (including neighbouring residents), and to take into account press relations, social media, newsletter and website creation and management. The Contractor team should liaise with their counterparts in relation to key roles and responsibilities particularly in relation to stakeholders in Government/local Government. Regular communication should take place to

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ensure that all matters relating to communication and stakeholder engagement are transparent and avoid risk (e.g., a risk of communications at the wrong time).

The contractor should engage a varied array of media platforms to reach out and promote/share positive initiatives and outcomes to stakeholders, partners' and the wider community. This varied approach ensures the prison touches all generations to deliver the positive message of the prison and generate interest for both employment and future partner engagement.

2.0 Practical Completion

Practical Completion (PC) is a key period in the transition of the prison from construction to operation. This runs for 12 weeks and will be the key period for the contractor to initialise the prison. Key points of Practical Completion are laid out below, in that:

- Practical Completion is the point at which:
 - the construction of the Prison is completed as per the Original Practical Completion Date outlined in **Schedule 5 (Mobilisation)**;
 - the construction is verified by the Authority and handed over to the Contractor;
 - the Lease commences; and
 - the Contractor assumes legal responsibility for the site.
- As outlined in Schedule 5 (Mobilisation) of the Call-off Contract, the Contractor is responsible for, from the Practical Completion Date until the Services Commencement Date:
 - the Lease of the property subject to Schedule 9 (Lease);
 - the Required Insurances in line with the responsibilities and liabilities on the Contractor during this period and in accordance with Schedule 19 (Required Insurances) and Schedule 14 (Payment Mechanism);
 - the payment of Utilities in accordance with Schedule 14 (Payment Mechanism);
 - provision of the Facilities Management Services in accordance with Schedule 11 (Property and Facilities Management) which includes but is not limited to the following:
 - Security of the asset
 - Any required daily Maintenance of the asset
 - Cleaning of the asset
 - Fit out of Contractor provided FF&E

This period of time brings the Contractor's initial operating team into play from core management to the first operational staff and partners. This is a key relationship building period for the Contractor allowing for the initial development of the approach and culture that the Contractor wishes to instil.

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During this period the Contractor will install their furniture, fixtures, and equipment (FF&E) and IT and start to finalise its operating procedures. The MPP will continue to be monitored against during this period but also as Services Commencement Date approaches the ICSDP will also be reflected against.

As indicated in the Preparation for Service section, there may be a programme of works that the constructor may be required to carry out as either issues carrying over from pre-PC or as part of the Contractor's fit out of their FF&E. This programme will be detailed and outline the requirement for escorts to ensure timely completion. The contractor will be obliged to provide these escorts to enable the completion of the works.

3.0 Services Commencement Date

Services Commencement Date is the period when the prison 'goes live' with the first intake of prisoners. There is an acceptance that after this date the Contractor may not have all FF&E in place but there will be more than adequate bed space available for Ramp-Up. In addition, it is also accepted that there may be construction issues/snags/defects that may still require rectifying, which are outlined in more detail in **Annex A (Defect Notification and Rectification Process)** of **Appendix 2 (Project Interface Document)** of **Schedule 5 (Mobilisation)**. If this is the case, the appropriate escort and security protocols will continue to be utilised for this limited period.

As noted above, once Services Commencement Date has been achieved the prison enters Ramp-Up.

4.0 Ramp-Up

Ramp-Up will begin at Services Commencement Date and end at the point at which the prison can reasonably be considered to be at 'steady state' by the Custodial Contracts Directorate, with all planned capacity made available for use. In the case of new Resettlement Prisons, our expectation is that will be 9-12 months after the Services Commencement Date (depending on the capacity of the prison, and based on an average Ramp-Up Rate of 40 additional available places per week). The Stability Threat Assessment Meeting (STAM) is a key meeting during Ramp-Up of the prison. The STAM will have a Terms of Agreement agreed to oversee the work required to deliver the requirements of the Ramp-Up stage within the Mobilisation Project Plan to formerly assess the stability of the prison, namely:

- hold the Contractor to account to ensure the effective and organised Mobilisation of the prison through the Ramp-Up stage outlined in the Mobilisation Project Plan and Assurance checklist;
- provide assurance to the Authority, that Contractor Ramp-Up activity is progressing to schedule and as planned; and

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- monitor the stability and safety of the prison during the Ramp-Up Period drawing upon whichever metrics and information is deemed relevant by the Authority.

The Head of Mobilisation leads the STAM meeting and is accountable to the New Prisons SRO. However, the collective members of the meeting must also assume a collective responsibility for ensuring successful delivery of Ramp-Up.

In accordance with best practice guidance, the collective responsibilities of the STAM applicable to the project are (without prejudice to the Contractor's obligations under the Contract) to:

- agree the end date of the Ramp-Up stage of Mobilisation delivery;
- monitor overall site-level progress 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;
- draw on metrics and operational intelligence to decide whether to pause, slow down or speed up the rate of intake into the prison;
- be transparent about progress and risks throughout Ramp-Up;
- instigate a pause in Ramp-Up if the prison falls outside of performance tolerances – especially safety and security; and
- ensure Ramp-Up is not at a rate that is unsustainable or puts performance (particularly safety) at significant risk.

4.1 Ramp-Up Principles

Ramp-Up is a key period where many of the risks of operating 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 operational and non-operational staff can impact on the sustainability of the Ramp-Up rate in a new prison. This period is a key period where the Contractors' senior and middle managers have to support the staff group and regularly review the staffs' requirements and morale. This is a high-risk staff retention period for the prison which has to be managed along with embedding the perceived culture the Contractor is trying to achieve. Equally, teething issues with the regime may have an impact on an individual prisoner's experience of the prison, the effects of which may be most acute with more vulnerable prisoners. The settlement of this cohort of prisoners into a new prison can be a key to the overall stability of the growing population in the prison.

The Contractor 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.

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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 Ramp-Up:

- The focus of Ramp-Up should be on achieving stability, with the process supporting the ability of the Authority and Contractor 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 Contractor should be confident that they can be transparent about progress and risks throughout Ramp-Up
- The Authority and Contractor should be able to instigate a pause in Ramp-Up if the prison falls outside of performance tolerances – especially safety and security
- Contractors should not Ramp-Up at a rate that is unsustainable or puts performance (particularly safety) at significant risk.
- Should a slowing of Ramp-Up be required, a presentation should be made at the STAM meeting.

It is accepted that although a Ramp-Up plan will be in place with allowance for standstill, there can be factors out of the Contractor's control that can have implications on Ramp-Up (e.g., requirement for emergency spaces).

Overall, this Mobilisation Strategy provides a succinct process to Mobilisation which has been proven in the delivery of two previous prisons (HMP Five Wells and HMP Fosse Way). The overriding mantra is support for the Contractor with the assurance that delivery is as per the Contract.

These principles do not override the Contractor's obligations under the Contract.

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ANNEX A: New Prisons Working in Partnership



New Prisons Mobilisation Authority and Operator – Working in Partnership

This Working in Partnership document is a statement of principles and values that the HMPPS project team will adopt to ensure a consistent professional approach in delivering successful mobilisation of the new prisons. The document should be agreed between the HMPPS mobilisation team (the Authority) and the Contractor at the initial interface meeting.

Agreeing how to work in partnership throughout mobilisation is essential to ensure that the Authority and the Contractor adopt uniform working practices, standards and values to ensure the relationship is set up for success.

The HMPPS mobilisation team brings significant experience from the recent successful mobilisation of HMP Five Wells and Fosse Way. With further new prisons comes an opportunity to learn and improve on the learnings taken from that successful delivery. The team will continue to grow in partnership with the Contractor of a new prison and we will always remain open to learning and sharing knowledge and best practice.

While we as the Authority may be accountable for the delivery of mobilisation, we believe in this unique relationship between the Contractor and the Authority. We have shown that we can deliver something together that has the potential to truly make a difference to people's lives.

We want to make sure there is a shared understanding of standards of behaviours and make the project a great place to work, where everyone in the team can thrive, grow and feel valued for their part in the project.



In conducting mobilisation of a new prison the team will collectively:

Shared Ethics/Behaviours

- Be:
 - Helpful
 - Challenging but supportive
 - Open and honest
 - respectful to each other and each other's opinions
 - professional at all times
- Be transparent always and share information directly as and when issues arise
- Use this unique relationship between the Authority and the Contractor to learn and grow throughout the project
- Work together to ensure the project is a success
- Maintain confidentiality and allow both the Authority and the Contractor to speak freely without ramification
- Be honest if something isn't right, is delayed or isn't working so action can be taken accordingly
- Seek to make practical recommendations that will aid delivery, value best practice as well as identifying areas to continually improve
- Value diversity and difference and plan ahead for the diversity of people, skills and experience needed to deliver mobilisation
- Capture lessons throughout and share them with the wider team, building on them for future mobilisation projects
- Prioritise our time for this project
- Challenge unrealistic assumptions and inaccurate or incomplete data
- Ensure everyone feels collectively empowered and motivated to deliver this project as an exemplar

Aligned Governance and Reporting

- Ensure there is a clear understanding around expectations of delivery and project accountability
- Be timely in conduct of Governance and key meetings
- Ensure Governance and required meetings are lined up between the Authority and the Operator
- Use the Governance in place to appropriately raise, escalate and table key risks, issues and dependencies
- Ensure that the Operator checkpoint meeting is led by the Contractor and that said meeting is used to share and highlight progress, with key risks, issues and dependencies also highlighted as appropriate
- Ensure that Risk Management is a shared process with openness between all parties
- Keep each other (the Authority and the Contractor) informed on progress using the correct channels/Governance routes.
- Use the agreed communication channels to ensure everyone is informed on progress
- Commit to realistic performance and evidence-based progress reporting
- Set up and ensure regular engagement between both the Authority and the Contractors key workstream leads, in between the formal Operator Checkpoint meetings
- Continually share key products and documentation
- Capture lessons throughout and share them with the wider team, building on them for future mobilisation projects

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The embedded document inserted below includes a larger version of the above graphics:



Annex A: New
Prisons Working in Pa

- **Annex B to Prison Operator Competition Mobilisation Strategy:
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 Preparation for Service and Ramp-Up.

3.0 Shared vision, respect, values and goals

3.1 Develop the vision, values and goals of the prison to 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 ICT system.

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

9.0 Property, facilities and life-cycle management

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9.1 Detail Property and Facilities Management (FM) requirements and provide what is necessary to mobilise Property and 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 Operational and quality assurance requirements for the delivery of custodial services

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

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

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

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

12.1 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.

13.0 Third party engagement

13.1 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.

14.0 Ramp-Up

14.1 Demonstrate transparent and flexible approach to Ramp-Up, meeting the principles of the Authority's Ramp-Up model, identifying and communicating risks at the earliest opportunity.

14.2 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.

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

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

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

16.0 Mobilisation Action Plan

16.1 Detailed Gantt chart timeline expanding on the MAP submitted as part of the bid, detailing every aspect of Mobilisation delivery from contract award to service commencement including critical milestones and full interdependencies across the programme.

17.0 Any Mobilisation activities provided by the Contractor and included within the Contractor's Proposals