



HM Prison &
Probation Service

Prison Operator Competition Mobilisation, Transition & Transformation Blueprint

April 2024

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1. Introduction

1.1 Purpose of this document

Please note for the purposes of this document, Preparation for Service as described in Schedule 5 will be referred to as Mobilisation

The Mobilisation, Transition & Transformation (MTT) Blueprint sets out the key elements that need to be considered to mobilise, transition, and transform an Existing Prison and should be used by bidders to assist the development of their mobilisation (also known as Preparation for Service), transition and transformation approach and bid response. We now have experience of mobilising new prison contracts, which is a critical time and an inherently challenging period when we are trying to build and improve on current regime and processes as well as embed a different culture. As such, the MTT period requires careful planning and monitoring by all parties to ensure the Prison remains safe, decent and stable throughout.

The content in this document further explains the minimum requirements for the Mobilisation Period and the Transition Period (definitions in **Schedule 5 (Mobilisation)**) and any transformation activities. This blueprint should be read in conjunction with that schedule. However, the requirements of the Contract will always take precedence.

The Authority's existing contract is with the Special Purpose Vehicle (SPV) who have sub-contracted the delivery of prison services to a third party known here as the Operating Sub-contractor. The Contractor is responsible for the successful mobilisation, transition, and transformation of the Prison, and therefore should demonstrate close partnership working between the Contractor, the Authority and other partners. This is due to the nature of Private Finance Initiatives (PFI) contracts. The PFI contract brings a unique dynamic to how the transfer of services from one contract to another will happen and requires scheduling of regular Operator Checkpoint Meetings and Interface Meetings, as well as critical system workshops (see **Section 5** of this document), informed by equally close relationships with the SPV and Operating Sub-contractor, to allow for a timely, joint response to issues as they arise.

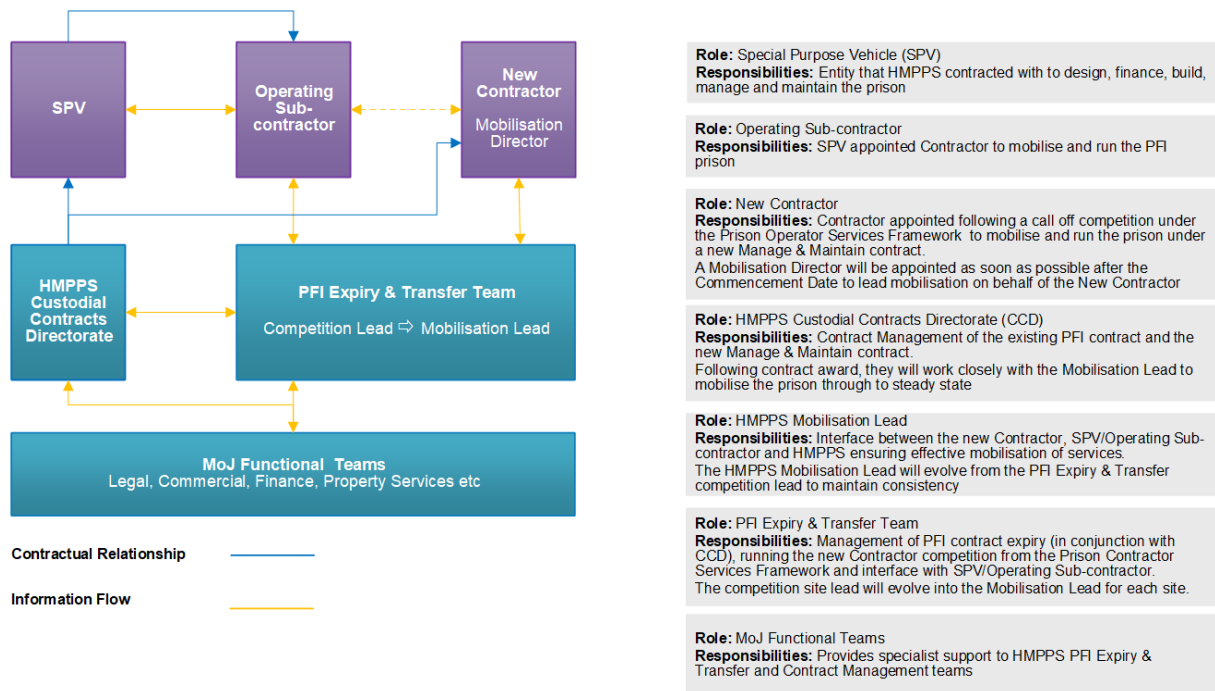
This document has been provided to outline the minimum requirements for a transfer from an SPV/Operating Sub-contractor to a new Contractor as that is the most complex. Overall, many of the MTT processes would still apply even if an incumbent was successful, however, it acknowledges that there may be some differences to meetings/governance which will be agreed at the beginning of mobilisation between the Authority and Contractor. **Please note:** this document **does not** presume that there will be a transfer from incumbent to new Contractor; that will be subject to the outcome of the Prison Operator competition.

The Authority will put in place a Mobilisation Team, overseen by the PFI Prisons Expiry and Transfer Mobilisation Lead (i.e., existing competition lead where possible to maintain continuity and experience), working alongside the existing HMPPS Controller Team from Commencement Date (CD) to oversee the mobilisation and transition process in conjunction with Commercial Contract Management teams. The Authority Mobilisation Team will be supported by Authority functional leads and Subject Matter Experts (SMEs).

Please note: whilst this document sets out the minimum requirements for MTT, there will be differences in prison sites which are detailed in the site-specific competition data room, including the relevant site-specific Vision for Regime and Services documentation, and any relevant design and specification documents, to take into account site-specific requirements.

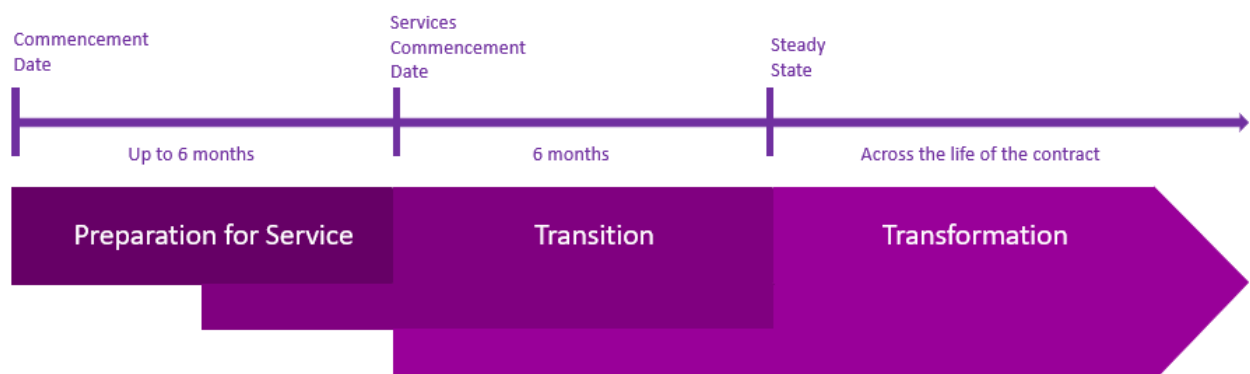
1.2 Roles and Responsibilities

Key to a successful handover of the Prison is having clearly defined roles and responsibilities. The diagram below identifies the main parties involved and the contractual relationships and information flows required during handover. It is expected that in bid proposals, these relationships and information flows are considered.



2. Mobilisation, Transition and Transformation Overview

2.1 Overview



2.2 Mobilisation (Preparation for Service)

2.2.1 Mobilisation Overview

Preparation for Service is the period immediately after contract signature, or otherwise known as Commencement Date (CD) and runs until the Services Commencement Date (SCD), the

date when the new Contractor takes on full control of the Prison. We would expect a re-competed prison to be at full capacity (unless otherwise stated by the Authority at CD) throughout the entire mobilisation period. Attention to detail will be vital to assure a successful handover. Below sets out what the Contractor will be responsible for as a minimum during the Preparation for Service period. The Contractor shall ensure:

- Planning and delivery of all activities that are essential to the successful handover and operation of the Prison into the Transition period;
- Development and integration of the Contractor's proposals for delivering the contract requirements (i.e., transformation). As with all competed prisons, this should be set out in a Mobilisation, Transition and Transformation Plan (MTTP – See Schedule 5) under the terms set out in **Schedule 5** of the contract;
- Within two weeks of contract signature, agree with the Authority how and when documentation and reports should be submitted, including content and format so that it is accessible to the Authority throughout this period;
- Within two weeks of contract signature, confirm with the Authority who the workstream leads and mobilisation team will be for this period and submit an org chart to the Authority to support this;
- Agree governance for sharing of documents within two weeks of contract signature, so that all parties are clear on how to share documentation/data throughout this period;
- Deliver against their MTTP and complete all contractual obligations for this period as per the contract. This includes providing assurance to the Authority on progress against this activity;
- Further develop their understanding of the Prison e.g., population, staff, infrastructure (not exhaustive).
- Understand what critical systems and processes need to be in place for SCD and ensure the required activities are completed prior to this so that they can focus on transition activities post-SCD and ultimately, ensure that the Prison continues running with minimal disruption to prisoners and staff;
- Develop the contractual documentation as per **Schedule 5** of the Contract e.g., draft ACSDP (listed below in **Section 4**), and provide assurance to the Authority of progress against these at the Operator Checkpoint Meetings;
- Ensure appropriate Contractor representation at the contractual meetings listed in **Schedule 5** of the Contract throughout the mobilisation/preparation for service period;
- Ensure staff are kept abreast of changes (working with the Authority, SPV and Operator Sub-contractor) that will be in place for SCD, and that they receive the appropriate updates and training (where applicable) to manage this change. This includes ensuring they are introduced to the Contractor's core values and desired culture.

2.2.2 Working with the SPV/Operating Sub-contractor

Due to the sensitive nature of some elements and criticality of Mobilisation, the Authority needs to ensure there are robust management processes in place and close dialogue between the new Contractor, SPV/Operating Sub-contractor and the Authority. This is because, from CD up to the SCD, the SPV/Operating Sub-contractor is responsible for the site including but not limited to:

- Site security;
- Site safety;
- Site access;
- Site Maintenance.

During this phase, there is no right of general access to the site by the new Contractor, including for preliminary works for any Committed Investment Works or surveys. The Contractor will comply with the following:

- Activity on and access to the site undertaken by the new Contractor or their representative during this period will be subject to the agreement of all parties through the interface meetings where the Authority Mobilisation Team is present (see **Section 5**) and approval by the Operating Sub-contractor will not be unreasonably withheld;
- Access is managed/controlled by the Operating Sub-contractor as reasonably required to ensure the security and safety of the site and all persons within it;
- Attendance by the new Contractor or their representatives will not hinder the delivery of existing prison services or the SPV/Operating sub-contractors' exit activity that will be running in parallel with mobilisation;
- Representatives of the new Contractor attending site and/or completing activities on site need to be vetted to the appropriate security level, and if there is a need for prison escorts, these need to be planned in advance and requested through the Operating Sub-contractor to allow them to plan their resource.

2.3 Transition

2.3.1 Transition Overview

Transition is defined as the period following SCD, by which time the SPV and Operating Sub-contractor will have handed over essential services, property, assets, data and policy to the new Contractor to ensure a successful transition to the new contract. The Transition Period should last for 180 days and though a relatively short period of time, it is the time for the Contractor to start implementing their new delivery model as per their proposal, whilst maintaining stability throughout the Prison. During this phase, the Contractor shall:

- Provide regular assurance on overall site-level progress at the right level of authority, with a focus on progress against the MTTP as well as levels of security, order, control and stability. Ensuring risks and issues are escalated quickly to the Authority with clear mitigations and contingencies in place;
- The focus of Transition should be on maintaining or achieving stability, with the process supporting the ability of the Authority and new Contractor to prevent rather than respond to serious disruption;
- Further develop and submit the contractual documentation e.g., ACSDP (including transformation plan) as per **Schedule 5 (Mobilisation)** of the Contract (listed below in **Section 4**) or as otherwise agreed by the Authority, and provide assurance to the Authority of progress against these;
- Ensure appropriate Contractor representation at the contractual meetings listed in **Schedule 5 (Mobilisation)** of the Contract throughout the Transition Period;
- Provide staff with the necessary knowledge, training and skills, ensuring all are aware of and bought in to the core values and Contractor's desired culture and service offer for the Prison, as it hands over from one contractor to another. Supporting and developing staff is vital if the Prison is to retain staff, keep attrition low and should help to inform the cultural change of the site.
- Resolve any teething issues and enabling the Prison to transition effectively to steady state.

2.3.2 Ongoing Maintenance Works

- During the Mobilisation phase, the Authority will be working closely with the SPV to ensure existing contractual obligations for service delivery are met whilst at the same

time facilitating engagement with both the Operating Sub-contractor and new Contractor allowing the smooth and efficient handover of the Prison.

- However, at SCD, there may be maintenance works underway, commenced by either the Authority or SPV/Operating Sub-contractor that may not be complete (see **Schedule 11 (Property and FM)**). In this instance the new Contractor may be asked to complete the works subject to the processes set out in the Contract. Upon completion, the new Contractor shall ensure that the works that have been handed over are maintained to the required standards for the duration of the Contract, including the maintenance of equipment in accordance with associated warranties.

2.3.3 Built Environment and Mechanical & Electrical (M&E) Assets Condition Verification

- As required in **clause 19.1 (Built Environment and M&E Assets Condition Verification)** and **Schedule 11 (Property & FM)**, within sixty (60) Days after the SCD, the Contractor should inspect the Built Environment and M&E Assets to confirm their condition status and provide the Authority with a Built Environment and M&E Assets Condition Verification Report.
- As part of the Built Environment and M&E Assets Condition Verification Report, the Contractor should also provide detailed proposals for maintaining, repairing and, where necessary, replacing or renewing the relevant equipment within the Prison during the Contract Period building on their response to Q2aⁱⁱ Lifecycle Maintenance. The proposals and/or suite of documents are defined in the Contract including clause 19 of the Ts and Cs, **Schedule 11 (Property and FM)** and **Schedule 10 (Equipment Register)** and submission dates are **referenced in Appendix 1, Schedule 15 (Performance Mechanism)** These include:
 - Asset Forward Maintenance Plan
 - Asset Forward Replacement Plan
 - Asset Register
 - Equipment Refresh Plan
 - Equipment Register.

2.4 Transformation

2.4.1 Transformation Overview

The primary objectives of the Prison Operator competition are to ensure value for money in delivering improved outcomes, including reducing reoffending, and efficiencies and effectiveness in the delivery of custodial services.

The key element of transformation will be the delivery and integration of the Contractor's proposals for delivering these improvements in efficiency and effectiveness. These proposals will include the Committed Investment Works (CIWs), and any other investment or added value the Contractor intends to implement as part of their proposal. Whilst transition should be used to refine the planning related to all types of investment works/added value, improvements and efficiencies, this does not preclude the Contractor from commencing the implementation of these during the Transition Period (as agreed in the Mobilisation, Transition and Transformation Plan). To ensure these improvements last, it is essential that clear planning, organisation, coordination, and management are in place before and during the transformation phase to deliver these benefits as they are realised. We would expect these plans for transformation to form a critical part of the MTTP and will then form part of the ACS DP that is developed and reviewed on an annual basis, alongside the continuous improvement activities that are described in **clause 26 (Quality Assurance and Continuous Improvement)** of the T&Cs.

3. Authority support mobilisation

3.1 Handover support

During Mobilisation, the Authority will work with all parties to facilitate the transfer of the site and custodial service, including but not limited to the transfer of the following items (**Please note:** documents shared as part of the Data Room may not necessarily be updated at SCD e.g., Dilapidation Schedule of Works):

Asset Information	
Assets	Details of assets including condition and location supporting the Asset Verification data held by the Authority and in the data room along with information relating to the use of the assets including technical specifications.
FM Maintenance Programmes	Confirmation that any outstanding works as part of the Planned Preventive Maintenance (PPM) or Reactive Maintenance Programmes has been completed. All PPM documents for the M&E installations.
Dilapidation and Termination Survey Action Plans	Assurance against the completion of agreed works identified through the Dilapidation and subsequent Termination surveys at contract end. Any outstanding works that need to be carried past SCD, will be agreed between the Authority and new Contractor.
Furniture, Fixtures & Equipment Lists (FF&E)	Updated FF&E list and Authority agreed non-transferable FF&E list.
Knowledge Transfer	
Prisoner and Staff Data	Handover of Prisoner data held outside of NOMIS both in a digital and paper format. Handover of Staff data including files and emails that are required to ensure continuity of service.
Archived records (both electronic and paper based)	Handover or destruction of archived records as required by the Authority.
Maintenance manuals, records, and certification	Handover of maintenance manuals, records, and test certification i.e., Fire Inspection Records.
Warranties	Handover of current and unexpired warranties, for example, associated with additional construction works or asset replacement.
Digital	
Hardware	Provision of information relating to all digital hardware – laptops, servers etc that will be handed over at contract expiry.
Infrastructure	New Contractor to identify the digital infrastructure they need to install or test prior to SCD to enable their solution e.g., cabling. The Authority can then facilitate discussions with the SPV and Operating Sub-contractor where necessary (if both parties cannot reach agreement themselves), to agree whether access to the site can be granted prior to SCD to allow for this. For further information, please refer to clause 7

	(Occupation prior to Grant of Leases) of the T&Cs and paragraph 3.4 and 3.5 of Schedule 5 Mobilisation.
Data	Copies of documents, reports, summaries, systems, and security components.
Data Protection Map	The roles of both the Authority and new Contractor in relation to the Personal Data being processed in accordance with the Contract is set out in the Data Map contained at Appendix 1 of Schedule 25 and is part of the documents that need to be submitted to the Authority as part of the Data Protection Map. The Data Protection Roadmap will need to be updated during mobilisation and maintained during the life of the contract.
Authority terminals	The Contractor will supply requirements for the number of authority terminals requested specified in writing at least 90 days prior to Service Commencement Date and the ongoing costs of these devices will be met within 30 days of invoicing.
Title Leases	
Title leases	The process for the transfer of the title lease from the Authority to the new Contractor.
General Operations	
Cell Certification	In accordance with the requirements of paragraph 6.8.1 of Schedule 14 (Payment Mechanism) , the Authority will share the current cell certification numbers with the new Contractor prior to SCD. At the Services Commencement Date, the new Contractor will undertake a review of all cells to ensure they are content they are compliant with Certified Prisoner Accommodation Policy Framework and provide verification to the Controller.
Stock/Consumables	The handover of the following but not limited to raw materials, critical FM spares, shop stock, used in the operation and maintenance of custodial service. These should be negotiated between the SPV/Operating sub-contractor and new Contractor. Confirmation that all spares, parts and consumables have been stored in good order and safely and a schedule of spares is handed over to the Authority.
Staffing	
Staffing data and TUPE	The provision of staffing data to support the TUPE process and effective transfer of staff to the new Contractor.

Note: This list is not exhaustive and is dependent on the co-operative conduct of all parties.

3.2 Work completed to date to facilitate contract expiry

To support exit preparations, provide assurance to bidders and facilitate a smooth Mobilisation and handover, the Authority has undertaken, the following:

3.2.1 Asset Verification and Management

Prior to the expiry of the existing contract, the Authority is working closely with the SPV and Operating Sub-contractor to validate the condition of the buildings and assets, ensuring they are handed back in the condition as required under the existing contract. The Authority will provide in the site-specific data room, a:

- Dilapidation Schedule of Works;
- Ten-year lifecycle condition survey;
- Site, building and services plans;
- Furniture, fixtures, and equipment lists (FF&E);
- Current Planned Preventative Maintenance (PPM) schedule and CAFM data (pending agreement from SPV and Operating Sub-contractor); and
- Relevant site-specific property and assets related information where available.

3.2.2 Additional work completed to support all workstreams

- Completed digital surveys to provide a picture of the digital infrastructure and systems that will need to be interfaced with the new Contractor's processes and systems;
- Worked closely with the SPV/Operating Sub-contractor to provide up to date TUPE data, site plans and details of their third-party contracts and supply chains which will support bidders in developing their bids;
- Sought to strengthen the exit provisions within the current PFI Project Agreements so that there is clarity on the responsibilities of the SPV/Operating Sub-contractor and Authority with regard to exit requirements;
- Opened the Competition Data Room to make available a significant amount of documentation under the Prison-specific documents section to enable bidders to gain an understanding of the site and the custodial and FM requirements; and
- Facilitated site visits for bidders, enabling them to better understand the layout of the site and assets contained within, including thematic site visits such as FM and Security;

3.2.3 Authority facilitation for handover

The Authority is working with the SPV/Operating Sub-contractor to facilitate a smooth and efficient transfer of services, including, but not limited to:

- the management structure to be employed by the SPV/Operating Sub-contractor during both transfer and cessation of the Services;
- details of how the SPV/Operating Sub-contractor and new Contractor will achieve data transfer;
- any early access requirements identified by the new Contractor;
- procedures to deal with requests made by the Authority and/or potential and actual new Contractor for employee information;
- a detailed description of both the transfer and cessation processes, including a timetable for the transfer and cessation of the Services on a single date or over a period of time, as required by the Authority; and
- A timetable for providing exit assistance aligning to the mobilisation and transition plans of the new Contractor as notified to the SPV/Operating Sub-contractor in writing.

4. MTT Contractual Documentation

4.1 Table 1: MTT Contractual Documentation, Expectations and Timeframes

	MTT Contractual Documentation	Expectation of document	Timeframe
No.	Mobilisation Documents		
1	Mobilisation, Transition and Transformation Plan (MTTP)	<p>Should include the areas listed under Paragraph 6.2, Schedule 5 (Mobilisation), as a minimum. Further detail by workstream is provided at Paragraph 4.2 of this document that is intended to demonstrate what elements make up a credible MTTP but not dictate how that plan should be delivered. This plan should have clear start and finish dates for activities and milestones.</p> <p>This should also contain the Contractor's Transformation Plan which will form part of the ACSDP.</p> <p>Prior to SCD, this should be reviewed and agreed by the Authority to ensure it captures any ongoing activity not completed during mobilisation and the impact of this.</p>	Submitted within thirty (30) Days post CD). This will be continuously updated and reviewed throughout Mobilisation and Transition.
2	MTTP Reports	These progress reports should be submitted to the Authority as per paragraph 6.5.1, Schedule 5 (Mobilisation) . Within two weeks of CD, the Contractor shall agree with the Authority how and when these reports should be submitted and the content of them. As a minimum, these reports should contain progress against their MTTP (by workstream) any changes made to activities and/or critical milestones, risk, and issues (including mitigations and contingencies). Ensuring that any changes made are agreed by the Authority.	Submitted monthly from CD and will stay in place throughout Mobilisation and Transition.
3	Draft ACSDP	The Contractor shall submit its draft ACSDP to the Authority 90 days post CD, to provide ample time for comments in the lead up to their final submission for the first and second years. Definition of what should be included in this document can be found in clause 24.1.2 of the T&Cs . This will be reviewed throughout Mobilisation and Transition by the Authority for comment in the lead up to full submission. Please note: the new Contractor is required to submit a supporting narrative (as per clause 24.1.2 of the T&Cs) as part of the ACSDP and the narrative for the first ACSDP should include a summary of: i) the key	Draft submitted ninety (90) Days prior to SCD.

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		headlines from the MTTP, ii) what the Contractor will achieve during the Transition Period, and iii) any critical milestones over the next 12 months.	
4	Initial Operating Procedures (OPs)	<p>The Initial Operating Procedures, whilst be managed differently throughout the Mobilisation and Transition phases. The Contractor shall, within 2 weeks of CD, agree with the Authority which OPs should be submitted and when throughout the Mobilisation and Transition Period so they can be approved by the Authority. This is because some may not need to be in place for SCD. Please note that the MTTP should outline how the new Contractor will transition to the new OPs.</p> <p>Following submission of the OPs during MTT, these will form part of the final ACSDP, which will be approved by the Authority on an annual basis, or as and when they change after the submission of the first one.</p>	OPs required for SCD need to be submitted at least sixty (60) days prior to SCD. OPs not required for SCD need to be submitted on the date that was agreed with the Authority, therefore some may be submitted during the Transition Period. Thereafter, these should be resubmitted annually in line with the ACSDP timetable.
5	Draft Annual Interventions Plan (AIP) including interventions transition plan	Submit a draft AIP in the form set out at Appendix 1 (Interventions Plan) of Part 4 (Interventions) of Schedule 1 (Authority's Custodial Service Requirements) outlining the interventions offer for the first year, and where the Contractor takes over mid-year, include a transition plan of how they will enable prisoners to complete their programmes before transitioning to the new Contractors interventions offer	Submitted no later than ninety (90) days prior to the SCD.
6	Continuity Plans <ol style="list-style-type: none"> 1. Business Continuity Plan 2. Insolvency Continuity Plan 3. Disaster Recovery Plan 	The Business Continuity Plans (see HMPPS Business Continuity Policy Framework for more information), Insolvency Continuity Plans and Disaster Recovery Plans have their description references in clause 1 (Definitions) of the T&CS) and are referenced in Appendix 1 of Schedule 15 (Performance Schedule) to be submitted 90 days post CD. These should be updated in accordance with the relevant policies.	Submitted within ninety (90) days of CD.
7	Data Map	The Data Map is defined and referenced in Schedule 25 (Data Protection) . This is a live document and should be resubmitted as and when changes occur in accordance with the requirements outlined in Schedule 25 . However, the first version of this should be submitted during Mobilisation.	Submitted within thirty (30) days prior to SCD.

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8	Partnering Agreements	As per clause 14.6 in the T&Cs , where Partnering Agreements are required, the Contractor shall ensure Partnering Agreements are in place for SCD, unless otherwise agreed by the Authority.	Submitted sixty (60) days prior to SCD.
Transition Documents			
9	Mobilisation, Transition and Transformation Plan (MTTP) – continued	As per document on row 1 but updated to reflect any activity carried over from the mobilisation period and ongoing impact.	Submitted within thirty (30) days post CD). This will be under continuous review throughout Mobilisation and Transition.
10	MTTP Reports – continued	As per document on row 2.	Submitted monthly from CD and will stay in place throughout Mobilisation and Transition.
11	Annual Custodial Services Delivery Plan (ACSDP)	The submission of the full ACSDP for the first two Contract Years (for the initial ACSDP) as per clause 24 of the T&Cs. This should include the Transformation Plan.	Full submission within ninety (90) days post SCD.
12	Built Environment and M&E Assets Condition Verification Report	As per paragraph 2.3.3 of this document and the contractual requirements set out in the T&Cs and elsewhere, the Contractor must produce a report following completion of the asset condition surveys they carry out through transition.	Submitted no later than sixty (60) days after SCD
13	Asset Forward Maintenance Plan	The Contractor is responsible for developing a schedule of Maintenance Services and Works to form the Asset Forward Maintenance Plan that flows from the Built Environment and M&E Assets Condition Verification Report, in accordance with Schedule 11 (Property and FM) .	Submitted on or before sixty (60) days following SCD and on or before 1 April in each subsequent Contract Year
14	Asset Forward Replacement Plan	The Contractor is responsible for creating an Asset Forward Replacement Plan for the Prison and the site in accordance with the requirements set out in Schedule 11 (Property and FM) . To support the development of this, the Authority will make available asset condition survey data, related reports and indicative lifecycle replacement information (including in the form of the Asset Management Records).	Submitted on or before sixty (60) days following SCD and on or before 1 April in each subsequent Contract Year

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15	Asset Register	The Contractor is responsible for creating an Asset Register for the Prison and the site in accordance with the requirements set out in Schedule 11 (Property and FM) .	Submitted on or before sixty (60) days after the SCD.
16	Equipment Refresh Plan	The Contractor should maintain an Equipment Refresh Plan aligned to the Equipment Register which should be updated by the Contractor as per Schedule 10 (Equipment Register) .	Submitted on or before sixty (60) days following SCD and on or before 1 April in each subsequent Contract Year
17	Equipment Register	In accordance with Schedule 10 (Equipment Register) , the Contractor should provide to the Authority a draft Equipment Register for review	Submitted on or before sixty (60) days following SCD and updated in accordance with Schedule 10 (Equipment Register).

4.2 MTTP: Minimum Requirements

The MTTP (first version provided at bid stage) is a live document that will be baselined at the beginning of Mobilisation and updated thereafter as progress is made throughout the MTT phases. It should include a detailed project plan for each phase i.e., mobilisation, transition and transformation, with critical milestones and activities (incl. clear start, finish and milestone dates) and a narrative/approach to support the plan. Where possible, through the contractual mobilisation meetings, it should highlight any dependencies on the existing SPV/Operating sub-contractor. As a minimum, the approach and project plan should contain the following headings (but this list is not exhaustive).

1. 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, including workstream leads to be present at all meetings outlined in **Section 5** of this document.

2. Risk & Change governance/scheduled review meetings

2.1 Mechanism to manage and monitor progress of Mobilisation, Transition and transformation deliverables 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 the Mobilisation, Transition and transformation process.

2.3 Mechanism in place, in line with project tolerances (agreed with the Authority within the first 2 weeks of CD) and delegated authority to agree/decline MTTP change requests from the Contractor (where applicable – and relevant)

3. 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 third-party suppliers (using the document shared by the Authority at the initial Interface Meeting (1) as a baseline).

4. Communication, partner and stakeholder engagement strategies

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

5. Recruitment and retention during the life of the contract

5.1 Develop a recruitment plan to meet the mobilisation timescales demonstrating a clear understanding of the geography and economics of the area and local employment market. Where there is a new Contractor in place, the new Contractor should agree date(s) with the SPV/Operating sub-contractor at which point the responsibility for all recruitment activity is handed over.

5.2 Develop retention plan, staff engagement and approach to achieve a balanced mix of experienced staff with the right skill set, especially for the handover (immediately before and after SCD) which may require increased support and resource.

6. Organisational staffing requirements

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

7. Training, personal development and setting the right workplace culture

7.1 Delivery of training, real-time experience and mentoring including mandatory training from HMPPS outlining training to be delivered and timescales. This should clearly show any recovery plan needed to ensure all operational staff have completed the necessary mandatory training required, as well as a future BAU plan.

7.2 Outline how they will embed a new working culture where applicable.

8. Delivery and transitioning of ICT (Compatibility)

8.1 Delivery and transition ICT, which must be compatible with Authority systems. To transfer ICT systems, the Contractor needs to outline how they will ensure the secure and direct administration of, and the exchange of facts necessary to supply and stand-up ICT networks including equipment, users, licences, and all other relevant duties. This includes the usage of ICT including telephony, E-mail and video conferencing systems.

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8.2 Outline how the Contractor will ensure that all prisoner information is either moved (via approved API) or entered into the Authority's ICT system in actual time as per the relevant Authority policies. This will include but is not limited to prisoner news, details, needs, finance, and risks. The Contractor will need to guarantee that all prisoner dossiers are always correct and complete.

8.3 Ensure business change elements and activities are included, i.e., how are they communicating to staff and prisoners about transfer or ICT/data and is there any training required OR what activities do they plan to undertake with permission from the Operating Sub-contractor to scope how they will transfer.

9. 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 the contract life, including annual health checks.

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

9.3 Detail performance management and delivery management information.

10. Prison industries and resettlement service plans for current and future delivery

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.

10.2 Develop a plan of how and when they will transition interventions, ensuring that where the programme offer is midway at the point of handover, that they enable prisoners to complete their programmes before implementing the new Contractor's interventions offer.

11. Operational and quality assurance requirements for the delivery of custodial services

11.1 Develop the MTT including timelines for production of contractual documentation throughout the MTT phases.

12. Adherence to the National Security Framework, (Local Security Strategy)

12.1 Adhering to National Security Framework, plan, produce and implement a Local Security Strategy to ensure public protection, a safe, decent and secure environment is achieved.

13. First night, induction and discharge procedures prior handover.

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 third-party operators.

14. Third-party engagement

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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.

14.2 Detail the plans for contracting with third-party sub-contractors and ensuring that those contracts are in place on or before Services Commencement Date as required i.e. utilities.

15. 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 and those with protected characteristics.

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. Transformation Plan

16.1 Detail the delivery and integration of the new Contractor's Proposals for delivering improvements in efficiency and effectiveness of the Services from the Services Commencement Date including those relating to the Committed Investment Works and other investment works/added value proposed by the Contractor upon which its future operating model is reliant.

16.2 The Transformation Plan will be baselined thirty (30) days post CD and updated prior to SCD as part of the continuous MTTP review. It should include:

- critical milestones (including, until they are achieved, the critical milestones and payment milestones)
- the milestone dates for each of the critical milestones;
- the achievement criteria for each proposed critical milestone;
- the tasks required by the Contractor to achieve each critical milestone; and
- the proposed start and end date for each task.

16.3 The Contractor shall subsequently maintain a Transformation Plan through the Service Period as part of the Annual Custodial Service Delivery Plan updated from time to time to cover the activities required to deliver ongoing improvements in efficiency and effectiveness of the Services.

17. MTT Activities

Any mobilisation, transition and transformation activities provided by the Contractor and included within the Contractor's proposal.

5. MTT Meetings

Summary

Shortly after the CD, the Authority will convene a number of meetings to gain assurance, track progress against MTT activities, and to support the new Contractor and SPV/Operating sub-contractor where required. The meetings are referenced in **Schedule 5 (Mobilisation)** and listed below for ease. The meetings can be reviewed and tailored to meet the requirements of the work/project as each case is different e.g., incumbent operator is successful

Meeting Title	Purpose	Attendees	When	Frequency	Chair
Interface Meeting (1) with incumbent	Initial meeting between the current SPV/Operating Sub-contractor and the Authority to agree the process for exit, mobilisation and handover to the new Contractor.	HMPPS Mobilisation Lead PFI Expiry and Transfer Team Head of Privately Managed Prisons CCD Senior Contract Manager PFI Exit and Competition Lead SPV/Operating Sub-contractor representatives Controller (after initial meeting)	Commencement Date	Initial meeting (superseded by Business-as-Usual meetings with the Authority i.e., Exit Meetings with existing Commercial Contract Managers)	Head of Competitions/ HMPPS Mobilisation Lead
Interface Meeting (2) with new Contractor (may not be required if incumbent is successful)	Initial meeting between the new Contractor and the Authority for all parties to agree the mobilisation process as the HMPPS PFI Expiry and Transfer Competition lead evolves into the Mobilisation lead. This will then be superseded by regular Operator Checkpoint Meetings as described below	New Contractor HMPPS Mobilisation Lead PFI Expiry and Transfer Team Head of Privately Managed Prisons CCD Senior Contract Manager PFI Exit and Competition Lead Future Operator Representatives	Commencement Date	Initial meeting (then becomes the Operator Checkpoint Meeting)	Head of Competitions/ HMPPS Mobilisation Lead

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Interface Meeting (3) (may not be required if incumbent is successful)	Initial meet & greet between all parties to agree the mobilisation programme and thereafter, regular fortnightly/monthly (as agreed with the Authority) tri-partite meetings to provide assurance against the programme and all workstreams.	New Contractor HMPPS Mobilisation Lead PFI Expiry and Transfer Team Head of Privately Managed Prisons CCD Senior Contract Manager PFI Exit and Competition Lead Controller (after initial meeting) SPV/Operating Sub-contractor Future Operator Representatives	Commencement Date	Initial meeting and then at least monthly	Head of Privately Managed Prisons/ Head of Competitions/HMPPS Mobilisation Lead Post first meeting, HMPPS Mobilisation Lead chairs these meetings
Critical Systems Workshop (may not be required if incumbent is successful)	To discuss key systems and processes that would impact on operational continuity and/or the establishments stability rating if processes/systems were not embedded at the point of Services Commencement Date. The Critical Systems Workshop will allow all parties to discuss these systems/processes, including looking at current state, data transference, equipment/assets and any subcontractors and licencing involved. The incumbent should support in	New Contractor (including commercial teams) HMPPS Mobilisation Lead PFI Expiry and Transfer Team Controller and/or SCM SPV/Operating Sub-contractor (including commercial teams)	As soon as possible when new Contractor Mobilisation Teams are stood up	At least monthly	New Contract with support from Authority Mobilisation Team

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	identifying the critical systems to be discussed.				
Operator Checkpoint Meeting	Regular meeting between HMPPS Mobilisation Lead, new Contractor, Delivery Leads and Controller.	New Contractor HMPPS Mobilisation Lead Controller Delivery Leads Other service providers and any other parties may attend by invitation only dependant on subject matter.	From Commencement Date through to Services Commencement Date (and beyond if required)	Fortnightly or monthly depending on business need	HMPPS Mobilisation Lead
Stability and Threat Assessment Meeting (STAM)	Tri-partite meeting during transition period to monitor transition and acceptance of steady state	New Contractor HMPPS Mobilisation Lead Controller Delivery Leads Senior Contract Manager	From Transition through to Steady State	At least Monthly	Custodial Contracts Group Senior Contract Manager/Controller
Project Team Updates	Meeting with HMPPS, Incumbent and New Operator Project teams to discuss progress	HMPPS Mobilisation Lead Authority Project lead Incumbent Project Lead Future Operator Project Lead	From Commencement Date through to Services Commencement Date	Fortnightly	HMPPS Project Lead (part of HMPPS Mobilisation Team)
TUPE Assurance Oversight Meetings	Between the current and new Contractor, starting as soon as possible after contract award. It is anticipated that these assurance oversight meetings would help facilitate the transfer of employees from the current to new Contractor.	New Contractor Authority HR Delivery Lead Head of Privately Managed Prisons SPV/Operating Sub-contractor representatives	From the Commencement Date and continuing through the Preparation for Service phase.	At least Monthly	HMPPS HR Delivery Lead

Glossary

This glossary is an aid to reading the Mobilisation, Transition and Transformation Blueprint only and does not affect the contractual definitions set out within the Contract.

Term	Definition	Contract clause (if applicable)
Annual Custodial Service Delivery Plan	Annual plan submitted by the Contractor showing how they will provide the custodial services in the next contract year (next two contract years in the case of the first ACSDP)	T&Cs clause 24
Authority	Ministry of Justice and its agencies i.e. HMPPS	
Business as Usual (BAU)	The point at which the contract is at steady state and contract managed by the HMPPS Custodial Contracts Directorate	
Commencement Date	Is the date Mobilisation begins immediately following Contract Signature	
Contract	Document including schedules and appendices and annexes that outlines the contractual relationship between the Authority and the Contractor	
Contract Award	Commencement Date	
Contractor	Organisation appointed to deliver the contracted services	
Controller	The person appointed in respect of the Prison by the Authority	
Custodial Contracts Directorate	Group within HMPPS that contract manages private sector prisons and a range of system-wide contracts	
Director	The person appointed by the Contractor to carry out such functions as are conferred on him or her by the Criminal Justice Act 1991 or as may be conferred on him or her by the Prison Rules in respect of the Prison, and approved by the Authority	

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Exit Plan	The Controlled Document with this title to be maintained by the Contractor in accordance with the provisions of paragraph 6 (Exit Plan) of Schedule 24 (Handover & Exit Management)	Schedule 24 (Handover & Exit Management)
Facilities Management	A range of disciplines and services to ensure the functionality, comfort, safety and efficiency of a built environment — buildings and grounds, infrastructure support services etc	Schedule 11 (Property & FM)
HMPPS Mobilisation Lead	The PFI Expiry & Transfer Team Competition Lead will evolve (where possible) to the Mobilisation Lead to support the mobilisation of the Prison	
Operating Sub-contractor	Current contractor contracted by the Special Purpose Vehicle to deliver services at the Prison	
Mobilisation Period	The period commencing on the Commencement Date and ending at the end of the Preparation for Service Period (for Existing Prisons) or at the end of the Ramp-Up Period (for new Prisons)	Schedule 5 (Mobilisation)
Mobilisation, Transition and Transformation Plan (MTTP)	The Controlled Document with this title prepared by the Contractor in accordance with the requirements of Schedule 5 (Mobilisation). The MTTP covers the Preparation for Service / Transition phases	Schedule 5 (Mobilisation)
PFI Expiry & Transfer Team	Programme team within HMPPS Prison Supply Directorate responsible for managing the expiry of the existing PFI contracts and the Prison Operator Services Framework Mini competitions	
Services Commencement Date	The date on which the Contractor commences provision of the services in accordance with the terms of this Contract. In respect of an Existing Prison, the date on which the Contractor takes overall control of the Prison	
Stability, Threat Assessment Meeting (STAM)	A contractually obligated meeting involving the Controller, Senior Contract Manager, Prison Mobilisation Lead and the Prison Director and Contractor personnel responsible for Security	Schedule 5 (Mobilisation)
Steady State	The point at which the contract is handed over and contract managed by the HMPPS Custodial Contracts Group	
Transition	Transition is defined as the 180-day period after the Services Commencement Date.	Schedule 5 (Mobilisation)
Transformation	The key element of transformation will be the delivery and integration of the Contractor's proposals for delivering improvements in efficiency and effectiveness.	Schedule 5 (Mobilisation)

Other definitions are included in Part 1 of the Contract Terms and Conditions – Definitions and Interpretation