



HM Prison & Probation Service

HQ Job Description (JD)

Band 8

Directorate: Prison Supply

Job Description – Mobilisation Manager

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Job Description

Job Title	Mobilisation Manager
Directorate	Prison Supply
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Overview of the job	<p>In August 2019, the Prime Minister announced that up to £2.5 billion will be spent on creating modern, efficient prisons. This investment - part of a wider crack-down on crime - will create 10,000 additional prison places.</p> <p>The first new prison will be built at HMP Full Sutton, alongside the already well-performing maximum-security jail in operation at the site. This, along with further building works, will be subject to government working through the best-value-for-money options, however no decisions have been made on whether the new prisons will be privately or publicly operated.</p> <p>The 10,000 places will be in addition to the new prisons that have already been announced at HMP Five Wells and Glen Parva, which will provide 3,360 places by 2023. The new funding will also be used to bring previously decommissioned prison places back into use through extensive refurbishment and maintenance work.</p> <p>The role of the New Prisons Team within the Prison Supply Directorate is to manage the successful delivery of three key areas:</p> <ul style="list-style-type: none"> • Leading the delivery of the additional 10,000 prison places: including new prisons, major refurbishments, small scale investments. • Operator Competition: designing and running mini-competitions under the Prison Operator Services Framework (POSF) for the new prisons at Wellingborough and Glen Parva. • Privately Financed Initiative (PFI) Prisons: planning and delivering the safe, efficient and effective transfer of existing PFI prisons to a new provider once the contracts expire. <p>Reporting to the Senior Leaders for the New Prisons Team, the Mobilisation Manager will be required to manage the successful mobilisation under one or more of the core work streams identified above. All three of the areas will be subject to a significant level of scrutiny and require sensitive handling because of the nature of the information and the decisions around insourcing and outsourcing. The post holder is required to work closely with key stakeholders i.e. the Commercial and Procurement Team in HQ, Business as Usual (BAU) Contract Management, wider HMPPS and MoJ Policy Team, HMPPS Wales as well as external companies.</p> <p>This is a national post, but the post holder will be required to travel to London on an ad-hoc basis and significant nationwide travel will be required. As the role post holder is responsible for working closely with estates on the detailed design of the prison and the assuring the mobilisation of new prisons, operational experience of working in a live custodial environment is essential.</p> <p>The role requires a well-developed understanding of the risks associated with resourcing and managing prisons. The post holder may be required to hold line management responsibilities. Commercial awareness is also a requirement as the post holder will have to assure, they are holding the Operator to account as per the contract.</p>
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Summary	<p>The post holder will need to engage extensively across the business and wider HMPPS and MoJ as well as external partners and stakeholders to:</p> <ul style="list-style-type: none"> • Ensure the timely mobilisation of new prisons to provide modern, safe, decent and secure facilities. • Ensure decisions around delivering new prison places are clearly evidenced and in accordance with wider business considerations. • Hold the Operator where necessary, to account for mobilising the prison and therefore requires commercial awareness to ensure they are adhering to the contractual obligations in the contract. • Ensure all key relevant stakeholders have been consulted on decisions and reflect their views appropriately in products and papers to be taken through governance. • Support design and build partners ensuring new build prisons are fully fit for purpose and meet operational requirements. • Ensure new prisons meet the operational requirements and technical standards to operate efficiently and safely. • Engage with key stakeholders, partners and the local community providing accurate and up to date information on the build programme and the prisons purpose. • Work closely with commercial and programme colleagues to develop the products required to deliver the new prison places. • Feed into and attend negotiations where necessary with bidders during procurement phases. • Ensure a safe and secure transition of service and business continuity for the transfer of existing privately operated prisons either to the public or private sector (decision has not been made yet). • Feed into plans to deliver the long-term estate vision, drawing in an understanding of contracts, projects and resources required.
Responsibilities, Activities and Duties	<p>The job holder will be required to carry out the following responsibilities, activities and duties:</p> <ul style="list-style-type: none"> • Assisting Senior Leaders in the overall successful delivery of the portfolio, engaging extensively across HMPPS and MoJ. • Engaging with construction and design partners to approve the operational design and efficiency for new prisons. • Ensuring that MoJ's client representative takes into full consideration the input of HMPPS. • Attendance at all associated meetings and boards to ensure progress on design, mobilisation and build continues to meet the business goals. • Approve operational design elements, escalating to senior leaders as and when required. • Assure operator mobilisation plans ensuring they are fit for purpose and oversee compliance with the same. • Oversee and ensure operator's mobilisation from preparation for service, to service commencement, handover from first prisoner to BAU Contract Management/Prison Group Director (PGD) and continued ramp up. • Work with all work stream leads to ensure ongoing achievement of targets in line with the mobilisation plan at Check Point meetings. • Work with a broad range of stakeholders to define and develop the products required to make key decisions in regard to all three key areas of work, including developing appropriate governance arrangements so that decisions are made by the right people at the right level and meet audit standards. • Ensure effective and timely delivery of the work in partnership with HMPPS stakeholders and operators to ensure that plans are implemented. • Support commercial negotiations (direct procurement/commercial responsibilities remain with the MoJ Procurement team) through the evaluation and moderation of bids. • During the negotiations with bidders (where there is a competition), help lead on mobilisation planning providing operational technical advice on the design and build when required as well as leading on all mobilisation and build

	<p>clarification questions from bidders and ensuring all documents are provided in the Data Room.</p> <ul style="list-style-type: none"> • Organise, chair, facilitate and support stakeholder and working group meetings as well as ad-hoc meetings and workshops. Attend formal and informal programme meetings and advise on process, taking minutes / action points where necessary. • Prepare and present reports and products to the relevant governance boards and other forums, providing any supplemental information required. • Work with stakeholders to ensure effective, collaborative partnering approach with statutory, voluntary and third sector agencies for the effective safe and secure mobilisation of new and competed prisons. • Ensure mobilisation and transition plans deliver a safe and secure transition to the new private or public operator via contracts or SLAs. • Provide input for competition announcements, stakeholder meetings and bidder conferences by working with Internal Communications. Activities include developing the material issued to staff/providers around competition throughout the entire competition process, relaying decisions round the 10,000 additional spaces and PFI prisons coming up for expiry. • Escalate issues where these are outside own remit to resolve or where there are conflicting issues or matters which could affect delivery of the programme or beyond. • Provide timely contributions responses to Parliamentary and Ministerial questions relating to the programme. • Ensure stakeholders are kept informed routinely and at key milestones as appropriate. Manage the development and implementation of stakeholder management and communication plans and tools (e.g. question and answer process). • Oversee planning with key workstream representatives and suppliers in relation to the activities required to be delivered by the mobilisation and wider programme. • Identify and monitor the critical path, reporting on delivery against agreed milestones and the implications of any changes. • Identify and manage dependencies the portfolio may have, whether internal between workstreams, or external to constructors, designers and prison operators as well as other programmes or activities inside or outside of HMPPS. <p>The duties/responsibilities listed above describe the post as it is at present and is not intended to be exhaustive. The job holder is expected to accept reasonable alterations and additional tasks of a similar level that may be necessary. Significant adjustments may require re-examination under the Job Evaluation Scheme and shall be discussed in the first instance with the job holder.</p>
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Behaviours	<ul style="list-style-type: none"> • Delivering at Pace • Making Effective Decisions • Communicating and Influencing • Working Together • Seeing the Bigger Picture
Strengths	It is advised strengths are chosen locally, recommended 4-8.
Experience	<ul style="list-style-type: none"> • Operational prison experience • Mobilisation of large-scale, preferably custodial, projects • Risk management within a mobilisation context • Proven track record in collaborating across a wide range of external stakeholders and partners
Technical Requirements	None

Ability	<ul style="list-style-type: none"> • Understand how a prison operates, the operational risks and how a prison is resourced • Understand how prison design maintains safety, decency and security • Understand procurement, contract management and commercial processes • Understand and explain government policy and priorities to others • Understand and engage with stakeholders, including senior HMPPS leaders, work stream leads and public services • Understand and engage with external private stakeholders such as constructors, client representatives, designers and architects • Persuade and influence, including through papers and presentations • Strong interpersonal skills to manage complex work stream relationships
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Minimum Eligibility	<ul style="list-style-type: none"> • All candidates are subject to security and identity checks prior to taking up post. • All external candidates are subject to 6 months' probation. Internal candidates are subject to probation if they have not already served a probationary period within HMPPS. • All staff are required to declare whether they are a member of a group or organisation which HMPPS consider to be racist.
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Hours of Work (Unsocial Hours) Allowances	<p><i>Leave Blank</i></p> <p>To be used by the JES Team only</p>
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Success Profile

Behaviours	Strengths It is advised strengths are chosen locally, recommended 4-8	Ability	Experience	Technical
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Delivering at Pace		Understand how a prison operates, the operational risks and how a prison is resourced	Operational prison experience	
Making Effective Decisions		Understand how prison design maintains safety, decency and security	Mobilisation of large-scale, preferably custodial, projects	
Communicating and Influencing		Understand procurement, contract management and commercial processes	Risk management within a mobilisation context	
Working Together		Understand and explain government policy and priorities to others	Proven track record in collaborating across a wide range of external stakeholders and partners	
Seeing the Big Picture		Understand and engage with stakeholders, including senior HMPPS leaders, work stream leads and public services		
	E	Understand and engage with external private stakeholders such as constructors, client representatives, designers and architects		
		Persuade and influence, including through papers and presentations		
		Strong interpersonal skills to manage complex work stream relationships		