Probation Programme Commercial Strategy

Market Engagement Event
13th December 2018

Protecting and advancing the principles of justice
<table>
<thead>
<tr>
<th>Session</th>
<th>Presenter</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome &amp; introduction</td>
<td>Margherita Bassanese</td>
<td>10:00 – 10:15</td>
</tr>
<tr>
<td>Procurement process and market share cap</td>
<td>Zoë Mackie</td>
<td>10:15 – 11:00</td>
</tr>
<tr>
<td>Data room and due diligence</td>
<td>Margherita Bassanese</td>
<td>11:00 – 11:30</td>
</tr>
<tr>
<td>Voluntary sector strategy</td>
<td>Zoë Mackie</td>
<td>11:30 – 12:00</td>
</tr>
<tr>
<td>Break</td>
<td></td>
<td>12:00 – 12:15</td>
</tr>
<tr>
<td>Pre-Qualification (including Parent Company</td>
<td>Max Cairnduff</td>
<td>12:15 – 13:00</td>
</tr>
<tr>
<td>Guarantees)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lunch</td>
<td></td>
<td>13:00 – 13:30</td>
</tr>
<tr>
<td>Evaluation strategy</td>
<td>Andreas Bickford</td>
<td>13:30 – 14:30</td>
</tr>
<tr>
<td>Contract terms and contract length</td>
<td>Andreas Bickford</td>
<td>14:30 – 15:15</td>
</tr>
<tr>
<td>Break</td>
<td></td>
<td>15:15 – 15:30</td>
</tr>
<tr>
<td>Contract levers and collaboration</td>
<td>Matt Stanulewicz</td>
<td>15:30 – 16:15</td>
</tr>
<tr>
<td>Risk allocation</td>
<td>Janet Phillipson</td>
<td>16:15 – 16:45</td>
</tr>
<tr>
<td>Closing remarks</td>
<td>Margherita Bassanese</td>
<td>16:45 – 17:00</td>
</tr>
</tbody>
</table>
The Ministry of Justice (“MoJ”) is undertaking this market engagement (“ME”) following on from the ‘Strengthening Probation, Building Confidence’ public consultation, which was launched on 27 July 2018 and ended on 21 September 2018. Please note the following:

MoJ

• is not liable for any costs incurred by anyone who chooses to participate in this ME;

• may choose and/or be obliged to disclose information submitted to it as part of this ME; in particular please note MoJ is subject to the Freedom of Information Act 2000 (as amended) and the Public Contracts Regulations 2015 (as amended);

• makes no guarantee, representation nor warranty (express or implied) with respect to any information disclosed as part of this ME;

• MoJ shall not be liable for any loss or damage arising as a result of reliance on information disclosed as part of this ME and/or from any participation in the ME; and

• is not committed to any course of action as a result of this ME.
Format of the day

• We want to hear your views therefore we will use round table discussions at the end of each section.

• We would also welcome written feedback following this event. Whilst we welcome comments at any time, we would appreciate if you could please provide feedback for this session by the end of next week.
Procurement process and market share cap

Zoë Mackie

10:15-11:00

Protecting and advancing the principles of justice
Market share cap

- 10 probation regions in England will represent contract package areas or lots;
- Market share will be capped at **30% of caseload and a maximum of 2 contract package areas**;
- The market share cap will apply to bidding entities, such as prime providers, consortia and special purpose vehicles;
- Bidders will be invited to submit single-lot bids only - multi-lot bids will not be permitted;
- Bidders will be able to bid for any lots for which they have the required economic and financial standing;
- The market share cap and economic and financial standing threshold will only be applied at the point of contract award - bidders are permitted to bid for all or any combination of lots but can only win up to the market share cap;
- The market share cap aims to encourage competition throughout the procurement, as well as to maintain a multi-supplier market.
# Market share cap

<table>
<thead>
<tr>
<th>Region</th>
<th>CPA</th>
<th>Apr-Jun 18 Caseload</th>
<th>Apr-Jun 18 % Caseload</th>
</tr>
</thead>
<tbody>
<tr>
<td>North East</td>
<td>A</td>
<td>7,360</td>
<td>5.06</td>
</tr>
<tr>
<td>North West</td>
<td>B</td>
<td>23,610</td>
<td>16.24</td>
</tr>
<tr>
<td>Yorkshire &amp; Humberside*</td>
<td>C</td>
<td>16,150</td>
<td>11.11</td>
</tr>
<tr>
<td>Wales</td>
<td>D</td>
<td></td>
<td></td>
</tr>
<tr>
<td>West Midlands</td>
<td>E</td>
<td>16,020</td>
<td>11.02</td>
</tr>
<tr>
<td>East Midlands</td>
<td>F</td>
<td>9,760</td>
<td>6.71</td>
</tr>
<tr>
<td>South West</td>
<td>G</td>
<td>10,660</td>
<td>7.33</td>
</tr>
<tr>
<td>South Central</td>
<td>H</td>
<td>8,300</td>
<td>5.71</td>
</tr>
<tr>
<td>East of England</td>
<td>I</td>
<td>14,440</td>
<td>9.93</td>
</tr>
<tr>
<td>London</td>
<td>J</td>
<td>30,200</td>
<td>20.77</td>
</tr>
<tr>
<td>Kent, Surrey &amp; Sussex</td>
<td>K</td>
<td>8,880</td>
<td>6.11</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td></td>
<td><strong>145,390</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Caseload data is taken from ‘Table 4.8, Offender Management Statistics quarterly: April to June 2018’. Totals based on aggregating caseloads for current CRC caseloads within proposed regions, except for CPAs C and F where there is an 81:19 split for HLNY.

Please note these figures are indicative and may be subject to change.
Procurement process


- In late January/early February 2019 the Authority intends to outline the requirements to the market, share a draft ITT and contract to gather feedback.

- Contract Notice to launch competition anticipated for April 2019.

- SQ based on the CCS template with project specific questions.

- 4 – 6 weeks to complete the SQ (April – mid May).

- 6 weeks to evaluate (May – June).

- Bidders unable to meet minimum requirements will be excluded.

- All suppliers who qualify will be placed on a “qualification list”, and can bid for any lot for which they meet the financial requirements.

- In the event that a Lot does not receive any expressions of interest and/or bids (“Failed Lot”), the Authority may choose to invite all bidders on the “qualification list” to submit a bid for that Failed Lot. In those circumstances the Authority may disapply the market share cap to the Failed Lot and run a separate mini-competition on a different timescale to the rest of the lots.
Suppliers successful at SQ will be given **8 weeks** to submit an initial tender. (June – August).

Bids and proposed solutions will be clarified, tested and probed over **12-15 weeks** (October – January).

Bidders will be given **4 weeks (February)** to submit their best and final offer which will be evaluated in 4 weeks (March 2020) to identify successful suppliers.

Letters will be issued to successful and unsuccessful bidders (June 2020 following internal governance).

10 day voluntary standstill period (June 2020).

Contract signature and commencement of mobilisation (June 2020).

All suppliers who are awarded and enter into one or more contracts will also be appointed to a “Contingency Panel” which will operate alongside the contracts.
Questions

• Does the market share cap create any concerns?
Data Room and due diligence

Margherita Bassanese

11:00-11:30
Headline aims

- Recognise the importance of good data provision for an effective and successful bidding process
- Committed to making data available as early a practicably possible to interested bidders
- Balanced by the need to ensure the data is meaningfully complete and quality assured as appropriate
- We will have a single point of contact for bidders to raise queries on data
- Security of information is of utmost importance and restrictions will be in place to allow access only to information relevant to lots
- Due diligence on data room will be permitted
- We are also considering the use of allowable assumptions
- Expect to use 4projects as the host for the data room platform (NDA and Ethical Walls)
## Data room drops – work in progress

<table>
<thead>
<tr>
<th>Category</th>
<th>February</th>
<th>March</th>
<th>April</th>
</tr>
</thead>
</table>
| **Operational**    | CRC level performance data (PbR and service levels)  
Past volumes by service  
Characteristics of offenders |                                           |                                            |
| **Workforce**      | High level staff information  
HR policies for each CRC | Detailed staff information including pension arrangements and definition of what staff is affected by staff transfer |                                           |
| **Digital and Technology** | CRC level policies  
CRC level system details  
CRC level ICT assets |                                           |                                            |
| **Estate**         | CRC level building information (including whether they are co-located with NPS) | CRC leases for existing buildings (TBC)   |                                            |
| **Local partnerships** | CRC level information on local partners and way of interacting |                                           |                                            |
| **Supply Chain**   | CRC level list of subcontractors including information of services provided | CRC contracts with subcontractors          |                                            |
| **Procurement**    | DRAFT tender documents                        |                                           |                                            |
Questions (15-20 minutes roundtable discussion)

• What other information do you think it is imperative to provide?

• What due diligence would you like to perform on data room information?

• Would you support the use of allowable assumptions in procurement?

• What else can we do to de-risk the procurement process for bidders and ensure quality bids?

• Are there any concerns over the use of 4projects or feedback from other data room exercises?
Voluntary sector strategy

The Authority recognises the expertise and commitment of the voluntary sector is vital in helping offenders turn their lives around. As such, the Authority aims to encourage greater involvement of the voluntary sector in the provision of probation services.

Overall, we aim to:

1. Remove barriers to entry and to create the right conditions to allow voluntary sector organisations to bid as providers, either independently or in consortia;

2. Design service specifications to allow smaller voluntary sector organisations to become part of intervention delivery supply chains for particular needs and/or cohorts; and

3. Allow regional authorities to commission rehabilitation and resettlement services directly from the voluntary sector.

Recommendations have been developed which consider how the voluntary sector can be involved at both prime level and as subcontractors in the main competition in England.
Voluntary sector at prime level

At pre-procurement:

1. **Set economic and financial thresholds** including PCG in a proportionate way to lower barriers to entry.

2. **Comply with the Social Value Act.** The Authority will set out any social value requirements which bidders are required to respond to and evidence. Commitments will be contractualised, including with reporting requirements.

During procurement:

3. **Discourage exclusivity arrangements.** The Authority actively discourages exclusivity arrangements that preclude consortium partners from joining other consortia or forming part of another supply chain. In the event of a failed bid, any exclusivity arrangements will be considered to be terminated or invalid.

Communication:

4. **Develop consortia guidance.** The Authority will develop guidance for those bidders wishing to form consortia.
Voluntary sector at subcontractor level

At pre-procurement:

1. Draft service requirements to promote voluntary sector involvement. The Authority will draft and develop the service requirements to encourage the participation of voluntary sector organisations when their experience and service offering is relevant. However the Authority will not mandate a minimum spend with voluntary sector organisations.

During procurement:

2. Test bidders’ experience and proposed approach. Bidders will be required to demonstrate good supply chain management, experience working with voluntary sector organisations and detailed plans for their involvement in future provision.

3. Review supply chain partners. The Authority will audit bidders’ proposed supply chains to ensure real partnerships are in place and to understand any commitments made.

Communication:

4. Signpost to the Clinks directory who will direct enquiries to local voluntary sector organisations thereby facilitating the development of supply chains.
Voluntary sector at subcontractor level

During contract management:

5. **Ensure transparency of supply chain in contract management** through regular detailed reporting of supply chain partners, services provided, spend, contractual arrangements and performance measures. This information should be made public.

6. **Require approval for supply chain changes.** Suppliers will be required to seek the Authority’s approval via the change process if it wishes to amend or reduce the use (proportionate to volume) of material subcontractors.

7. **Replace the ISPA with key market stewardship principles.** The Authority will develop a short set of key principles which maintain the values established in the ISPA of providing protection and assurance, but in a much more proportionate manner which can be scaled by providers in correlation to services. The principles will include mandatory clauses primes will be required to use with subcontractors.

8. **Establish an escalation route to allow subcontractors to contact the Authority directly.** The escalation route is intended to cover matters of market stewardship only and is not intended to remove the primacy of the contract between the prime and subcontractor. In providing this service the Authority and Regional Authorities, will both be acting on a purely voluntary/advisory basis.
Questions (15-20 minutes roundtable discussion)

• What information would it be beneficial to include in guidance to assist you in developing consortia with voluntary organisations?

• Do you have recommendations as to how the aims of the Social Value Act could best be achieved?

• How do you currently engage with the voluntary sector? Grants, subcontracts, signposting etc.

• What good practice and key principles should we seek to build into the market stewardship principles/ISPA replacement?

Coffee break at 12.
Coffee Break
(please do not leave for lunch)

12:00 – 12:15

Protecting and advancing the principles of justice
Pre-qualification
Max Cairnduff

12:15 – 13:00

Protecting and advancing the principles of justice
Pre-qualification requirements

Pre-qualification based on standard Selection Questionnaire (SQ) approach.

SQ will include additional programme specific regarding the following:

- Managerial and leadership capability
- Experience managing complex transitions
- IT capabilities and digital strategy
- Information-only question on lotting preference
- Current view is not to require performance certificates, but this remains under review
Financial elements of pre-qualification

Percentage values below are indicative, and are subject to further modelling and to governance. Actual percentages may be subject to change. No reliance should be placed on these values.

- Pre-qualification will include an assessment of bidder financial health, and of ability to meet a financial threshold requirement;

- The financial threshold requirement is presently anticipated as likely to be set at 30-35% of annual contract value;

- The annual PCG limit of liability is presently anticipated as likely to be set at 30-35% of annual contract value; and

- The aggregate PCG limit of liability is presently anticipated as likely to be set at 40-45% of annual contract value.
Financial elements of pre-qualification

Figures used on this slide are merely indicative and can be expected to change. No reliance should be placed on them.

<table>
<thead>
<tr>
<th>Lot</th>
<th>Indicative potential contract value (£m)</th>
<th>30% (£m)</th>
<th>35% (£m)</th>
<th>45% (£m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>North East</td>
<td>26</td>
<td>7.8</td>
<td>9.1</td>
<td>11.7</td>
</tr>
<tr>
<td>South Central</td>
<td>27</td>
<td>8.1</td>
<td>9.45</td>
<td>12.15</td>
</tr>
<tr>
<td>Kent, Surrey and Sussex</td>
<td>27</td>
<td>8.1</td>
<td>9.45</td>
<td>12.15</td>
</tr>
<tr>
<td>East Midlands</td>
<td>30</td>
<td>9</td>
<td>10.5</td>
<td>13.5</td>
</tr>
<tr>
<td>South West</td>
<td>35</td>
<td>10.5</td>
<td>12.25</td>
<td>15.75</td>
</tr>
<tr>
<td>East of England</td>
<td>40</td>
<td>12</td>
<td>14.35</td>
<td>18.45</td>
</tr>
<tr>
<td>Yorkshire and Humberside</td>
<td>50</td>
<td>15</td>
<td>17.5</td>
<td>22.5</td>
</tr>
<tr>
<td>West Midlands</td>
<td>52</td>
<td>15.6</td>
<td>18.2</td>
<td>23.4</td>
</tr>
<tr>
<td>North West</td>
<td>70</td>
<td>21</td>
<td>24.5</td>
<td>31.5</td>
</tr>
<tr>
<td>London</td>
<td>85</td>
<td>25.5</td>
<td>29.75</td>
<td>38.25</td>
</tr>
</tbody>
</table>
Questions (15- 20 minutes roundtable discussion)

- Do you have any immediate comments about the proposed approach to pre-qualification?

- Do you have any comments on the proposed financial and economic thresholds?

- What is your reaction to the proposed PGC requirements? What else would you like the Authority to consider on PCGs?

Lunch at 1 pm.
Lunch break

13:00 – 13:30

Protecting and advancing the principles of justice
Evaluation Strategy
Andreas Bickford

13:30 – 14:30

Protecting and advancing the principles of justice
Evaluation strategy

The approach to evaluation will reflect the aim of the Probation Programme to deliver high quality probation services.

Bids will be scored using the Price per Quality Point methodology with a set quality minimum quality threshold.

Technical (Quality) Evaluation

The MoJ is developing the FPS evaluation in a way that bidders will need to evidence their ability to deliver to the Service Specification with reference to outcomes which we are trying to achieve. Possible outcomes include:

- Interfacing with the Authority and its statutory partners;
- Consulting with Service Users;
- Public Protection;
- Approach to Quality;
- Localist delivery approach (cultural sensitivities and specialisms, engagement with community groups etc).
# Evaluation strategy: quality

## High Level Evaluation Categories

<table>
<thead>
<tr>
<th>Category</th>
<th>Evaluation Criteria (3-4 questions per criterion)</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery of the Service</td>
<td>Offender Management Resettlement RAR, including attendance centres (where relevant) Accredited Programmes Unpaid Work</td>
<td>[60%]</td>
</tr>
<tr>
<td>Delivery Support</td>
<td>Working with local partners Workforce (incl. recruitment, retention, L&amp;D, management) Estates ICT Supply chain management Quality assurance approach Business Continuity</td>
<td>[25%]</td>
</tr>
<tr>
<td>Mobilisation &amp; Transition</td>
<td>Building a supply chain Pre-go live mobilisation Post-go live transition</td>
<td>[15%]</td>
</tr>
</tbody>
</table>
Evaluation strategy: quality

Commitments in responses & Contractualising bids

We will be evaluating Commitments and Capability in responses, not intent.

Responses to certain questions will become contractual commitments and will form part of the Contract.

Responses to these questions should be written with this in mind.
Evaluation strategy: price

Financial (Price) evaluation

• Target price for each volume band
• Maximum cap will be provided for target cost level for most likely volume bands, based on Authority affordability (with guaranteed maximum price cushion to apply above that)
• Minimum target cost will also be provided to prevent bids which are too low
• Prices will be required for a wider range of volume bands than maximum current budget to allow contract to cater for potential future volume change outside of current spending review period

Feasibility evaluation

• Bidders will also be required to complete a Financial Model Template which will be used by the Authority in evaluation to test the feasibility of proposals.
Questions (15-20 minutes roundtable discussion)

• What do you think of the proposed evaluation strategy?

• What else should the Authority consider in the evaluation strategy?
Contract terms and contract length

Andreas Bickford

14:30 – 15:15

Protecting and advancing the principles of justice
Contract length

We are currently considering two options: **5 or 7 years**, both extendable at Authority election up to a total contract length of ten years (whether extensions exercisable annually or for longer periods is to be determined). We are considering the following:

- Next generation of contracts will not require a significant upfront investment from suppliers; reasonable, actual mobilisation and transition costs which have been agreed through the bidding process will be paid as they occur through the target cost mechanism by the Authority, not amortised through the life of the contract.

- Suppliers will not be required to develop or acquire significant assets for the delivery of the service as core assets will be transferred including people which is the main cost driver.

- While the Authority continue to expect innovation and continuous improvement in service delivery, transformation is not seen as core as it was in the first generation of outsourcing.

The Authority is considering either a **5 or a 7 year contract**, extendable at Authority election up to a total length of 10 years, but we are keen to hear your views.
Contract terms

The Model Services Contract

MoJ proposes basing the following contract terms on the Model Services Contract terms and conditions

• Limits of Liability
• Change in Law
• Dispute resolution process
• Intellectual Property Rights

Details on the Model Services Contract can be found here:

https://www.gov.uk/government/publications/model-services-contract
Questions (15-20 minutes roundtable discussion)

• What do you think of an initial contract term of five years? Does this raise concerns?

• What contract terms are you most worried about and why? (e.g. IPR, insurance, liability, change, etc)

Coffee break at 15:15
Coffee Break

15:15 – 15:30

Protecting and advancing the principles of justice
Contract levers and collaboration
Andreas Bickford and Matt Stanulewicz

15:30 – 16:15

Protecting and advancing the principles of justice
Collaboration (1/2)

1. ‘Fix first resolve later’ principles to apply in mobilisation & transition period as well as operational phase.

2. Ad-hoc workshops can be requested by either party with empowered individuals present including senior management from both parties.

3. Each participating organization agrees to commit resources to collaborative activities.

4. Informal escalation routes to monitor progress of issues.
5. Putting in place a collaboration committee of senior individuals who act as champions for collaboration and identify/rectify instances of un-collaborative behaviours.

6. Dealing with uncertainty in the requirements, i.e. the “Parties agree it will not always be possible to comprehensively prescribe every requirement at the outset and that circumstances will change and issues will arise throughout Mobilisation and provision of the Services”

7. Collaboration Principles or a Code of Conduct that sets out behaviours we will all work to.
Contract levers and collaboration

Under-performance on service levels or quality measures

1. Profit will be awarded based on a combination of efficiency and performance – profit available based on actual cost vs target cost, but only awarded if performance targets met.

2. Proportionate weighted reductions of profit depending on how far below target.

3. For sustained under-performance, deductions beyond profit can be made. These cannot be paid by the Authority through the actual cost mechanism so that contract resources cannot be cut to pay for the credits – they must be funded through provider’s other profits, or future or previous profits.

4. Upon agreement, the application of beyond-profit deductions can be deferred to a future contract year, where necessary to minimise cashflow impact.

5. Exact details of beyond-profit deductions still being finalised, but likely to be based on target profit level.
Contract levers and collaboration

Contract levers

Where issues occur, we will employ good contract management practices such as collaboration, good communication, governance meetings etc., but to support where these methods have failed to resolve an issue, or where severity requires a more robust approach, the following levers are proposed for inclusion in the Contract:

**Level 1 Levers**
- Improvement Notice
- Improvement Notice with requirement for Remedial Plan
- Contractor must attend an improvement meeting
- Authority staff to attend Contractor and/or Parent Company Internal Meeting(s)
- Requirement to notify Parent Company of Authority concerns

**Level 2 Levers**
- Authority Investigation into causes of concerns (funded by Contractor)
- Independent Investigation into causes of concerns (funded by Contractor)
- Financial remedies (e.g. reduction or removal of profit)
- Additional Authority Audit(s) (funded by Contractor)

**Level 3 Levers**
- (If subcontracted service) Requirement to change subcontractor or bring in-house
- (If in-house delivery of service) Requirement to subcontract service
- Replacement of Contractor or Supply Chain staff; and/or replacement of board members
- Removal of services from the contract (partial termination)
- Termination of Contract
Questions (20 minutes roundtable discussion)

• When we talk about collaboration under the contracts, who do you see as the parties you will be regularly collaborating with?

• Are there any regular activities in particular which you see as essential to collaborative working?

• In terms of issue resolution, which collaborative activities would you like to see promoted?

• Are there any Contract Levers which cause you undue concern?

• What are your thoughts about the beyond-profit deductions?
Risk allocation
Janet Phillipson

16:15 – 16:45

Protecting and advancing the principles of justice
Risk allocation

The key commercial aim of the next generation of contracts is to develop a commercial model with appropriate balance of risk and reward and overall to de-risk the contracts. This is reflected in our approach to payment and performance including financial remedies.

<table>
<thead>
<tr>
<th>Authority risks</th>
<th>Supplier risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volume risk</td>
<td>Setting target cost correctly for each volume band</td>
</tr>
<tr>
<td>Sharing pain of over-spend against target cost (up to GMP)</td>
<td>Overspend beyond GMP</td>
</tr>
<tr>
<td>Adjusting price in response to allowable assumption changes (e.g. pension contribution changes, ill-health retirements)</td>
<td>Committing to any costs not included in allowable assumptions</td>
</tr>
<tr>
<td></td>
<td>Performance against targets (subject to reduction of profit, or beyond-profit deductions for sustained under-performance)</td>
</tr>
</tbody>
</table>
Volume risk

- Payment mechanism will include separate elements for each activity area, plus back office and mobilisation / transition

- Each element will have its own volume bands

- Bidders will bid target cost for each volume band of each element – therefore it will be for bidders to ensure that their fixed costs are covered even at lower volumes and to ensure that variable or semi-variable costs increase as required for each band / element

- In addition, separate back office element allows back office costs to be covered independently of any element and volume band
Questions (20 minutes roundtable discussion)

- Do you feel the risk allocation is correct? Do you think the Authority has de-risked the future contracts?

- What other risks do you feel have not been appropriately considered yet?
Closing remarks
Margherita Bassanese

16:45 – 17:00

Protecting and advancing the principles of justice
We will be conducting market warming events in January and February 2019 in London:

- **28th – 31st January 2019**: a 4-day period of events and sessions detailing the Authority’s plans for the future probation services and its commercial strategy for procuring them.
- **4th – 22nd February 2019**: optional one to one meetings with potential bidders to answer questions about the proposed plans.
- **12th – 14th February 2019**: voluntary sector market warming events hosted by Clinks in London, Bristol and York.

Further details regarding these events will be circulated in due course. Police and Crime Commissioners (PCCs) will also co-host with MoJ regional market warming events. We also aim to share the DRAFT tender documents with the market in mid/end February.
Feedback and questions to:

ProbationCommercialTeam@justice.gov.uk

Please provide your feedback as soon as you can!