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Tender

Prison Operator Services - HMP Oakwood

Ministry of Justice

UK4: Tender notice - Procurement Act 2023 - [view information about notice types](#)

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Scope

Reference

prj_14470

Description

This notice launches the procurement competition for the provision of Prison Operator Services for HMP Oakwood, under the Competitive Flexible Procedure (Light Touch Regime) of the Procurement Act 2023.

Background

HMP Oakwood is a male Category C Manage and Maintain prison located in Staffordshire, England, with a current operational capacity of 2,134 prisoners.

Under this procurement, the Ministry of Justice (MoJ) (the Authority) is seeking a single operator to manage and maintain both the prison regime and the prison facilities at HMP

Oakwood.

The Authority has procured contracts for the operation of prisons by the private sector since the early 1990s and continues to support a mixed economy of public, voluntary, and private sector involvement. The current contract for HMP Oakwood will expire on 23 April 2027.

Scope of Services

The Prison Operator Services contract (also referred to as "prison management" in global markets) includes:

- Operational custodial services: education, rehabilitation, training, work, security, and resettlement
- Facilities Management ("FM"): both hard and soft FM services

The contract is based on the Cabinet Office Model Services Contract and is designed to ensure safe, secure, and transformative prison operations that reduce reoffending and maintain high standards.

The Authority aims to ensure a safe and efficient transfer of services with minimal disruption to staff and prisoners, while modernising the prison to ensure it is fit for the future.

The Authority confirms that dilapidation reports will not be provided as part of the documentation available in the HMP Oakwood Data Room. However, bidders will be granted access to relevant lifecycle data to support their understanding of the estate's condition and future maintenance requirements. In addition, the Authority will facilitate a series of site visits throughout the procurement process, as outlined in the Procurement Timeline, to enable bidders to gather contextual and operational insights necessary for bid development.

Procurement Documentation

The Invitation to Tender ("ITT") documents are available via the Ministry of Justice's e-Sourcing Portal, Jaggaer, and are structured into five volumes:

- Volume 1: Introduction, Instructions and Procurement Process - providing instructions on the completion and submission of Tenders
- Volume 2: Response Criteria - providing details of the Response Criteria Bidders are required to address in their Tenders, together with guidance on completion of Bidder

responses against each Evaluation Question

- Volume 3: The Draft Contract - the proposed contractual terms.
- Volume 4: Evaluation Methodology - providing details of the evaluation methodology against which the Tender will be evaluated and the scoring matrix
- Volume 5: Data Rooms - containing details of the data and information that the Authority is making available to Bidders to assist them in the preparation of their Tenders.

Contract Duration

The anticipated contract duration is 12 years from the operational services commencement date, with:

- An option to extend by up to 3 years (1+1+1)
- A break clause 6 years from the Services Commencement Date

Total value (estimated)

- £529,000,000 excluding VAT
- £634,800,000 including VAT

Above the relevant threshold

Contract dates (estimated)

- 24 April 2027 to 23 April 2039
- Possible extension to 23 April 2042
- 15 years

Description of possible extension:

1 year + 1 year + 1 year

Main procurement category

Services

CPV classifications

- 75231230 - Prison services
- 75231210 - Imprisonment services
- 75240000 - Public security, law and order services

Contract locations

- UKG - West Midlands (England)

Participation

Legal and financial capacity conditions of participation

Yes

Technical ability conditions of participation

Yes

Submission

Enquiry deadline

8 August 2025, 12:00pm

Submission type

Requests to participate

Deadline for requests to participate

15 August 2025, 12:00pm

Submission address and any special instructions

<https://ministryofjusticecommercial.bravosolution.co.uk/web/login.html>

Tenders may be submitted electronically

Yes

Languages that may be used for submission

English

Award decision date (estimated)

21 August 2026

Award criteria

Name	Description	Type
(1.1a) Safety	The Bidder is required to provide a detailed solution for how they will design and deliver a safe regime and environment.	Quality
(1.1b) Decency and Prison Culture	The Bidder is required to provide details regarding how they will ensure that there is a clean, decent and positive environment for all those who live and work there. This must include how rehabilitative relationships will be fostered in support of reducing risk of harm and risk of reoffending in custody and on release. The Bidder must demonstrate their clear vision regarding the culture they wish to create, why this is important to the outcomes that they want to achieve, identify how they will monitor key risks to achieving this culture, and implement clear plans to mitigate these. They should have sufficient monitoring, communication, and engagement processes in place to support the culture they wish to create throughout the lifecycle of the Contract.	Quality
(1.1c) Security	The Bidder is required to provide a detailed solution for how it will design and deliver a secure environment and secure ways of working including physical, procedural and dynamic security approaches.	Quality

Name	Description	Type
1.2a) Health, Wellbeing and Substance Misuse	<p>The Bidder is required to provide a detailed solution of how it will design and deliver services and an environment that will improve the mental and physical health and wellbeing of prisoners and tackle substance misuse and dependency by:</p> <ul style="list-style-type: none"> • Facilitating a comprehensive healthcare provision commissioned by NHS England (or successor commissioning body) and delivered by contracted service providers in accordance with national specifications. • Enabling internal and external health appointments and internal wellbeing activities. • Providing wellbeing services that are complementary to those provided via NHS commissioning. • Enabling addiction recovery support services that are complementary to those provided via NHS commissioning. • Supporting the integration of physical education and catering services into health and wellbeing delivery. 	Quality

Name	Description	Type
(1.2b) Approach to Regime and Purposeful Activity	The Bidder is required to provide a detailed solution of how it will design and deliver the regime for HMP Oakwood which meaningfully engages prisoners and meets their risk, need and responsivity requirements through the provision of Tier 1 and 2 Purposeful Activity offer across the prison. As part of its detailed solution, the Bidder must demonstrate effective: · Enabling of the education service; · Provision of skills and work opportunities to prisoners to maximise successful resettlement and employment upon release · Enhancement of inter-personal, social or life skills.	Quality
(1.2c) Reducing Reoffending	The Bidder is required to provide a detailed solution on how they will design and deliver a service that will deliver and improve rehabilitative outcomes for prisoners, reducing both their risk of reoffending and risk of harm in custody and on release. • Design, deliver, monitor, review and refine their rehabilitative activity offer to provide the best possible outcomes for prisoners in line with the most recent evidence-based research.	Quality

Name	Description	Type
(1.2d) Transfer, Release and Resettlement	The Bidder is required to outline a detailed solution for preparing prisoners for resettlement, release, or transfer and how they will work with other establishments, Probation Service, HMCTS (His Majesty's Courts and Tribunal Services) and OSPs to ensure continuity of care and services and continued sentence progression post-transfer/release.	Quality
(1.3a) Diversity, Equity and Inclusion	The Bidder is required to provide a detailed solution on how they will ensure consideration of all groups (prisoners and staff) with specialist needs, what specific approaches they will take to meet those needs, and how they will ensure equality of access and outcomes through a range of activities, including staff recruitment and training, delivery of DEI events and monitoring and actioning of inequality trends.	Quality
(1.3b) Digital Solution	The Bidder is required to outline a detailed solution for digital services.	Quality
(2a) Core Day, Heatmap, Profiles and Staff Roles/Headcount	The Bidder is required to provide a detailed solution of how it will design and deliver a planned resource model that will provide consistent, resilient Safe, Decent and Secure Operating Levels (SDSOL) at all times and will deliver the services and regime in full and as planned (with no curtailment).	Quality

Name	Description	Type
(2b) Resource Management and 'Business as Usual' Staff Management Approach	The Bidder is required to provide a detailed solution of how it will design and deliver effective and responsive resource management in the live environment to ensure that a safe, decent and secure operating levels will be maintained, and the regime and services be delivered.	Quality
(3a) Increasing Supply Chain Resilience and Capacity	The Bidder is required to provide a detailed solution of how it will design and deliver specific, measurable and time bound commitments that its organisation will make to ensure that the opportunities under the Contract deliver the policy outcomes of: (1) Increasing supply chain resilience. (2) Create a diverse supply chain to deliver the Contract including new businesses and entrepreneurs, start-ups, SMEs, VCSEs and mutuals.	Quality
(3b) Workforce Health and Wellbeing	The Bidder is required to provide a detailed solution of how it will design and deliver specific, measurable, and time-bound commitments that its organisation will make to ensure that opportunities under the Contract deliver the following policy outcomes: (1) Improve Health and Wellbeing. (2) Demonstrate action to support health and wellbeing, including physical and mental health in the Contract workforce.	Quality

Name	Description	Type
(3c) Additional Benefits	The Bidder is required to provide its commitments that are in addition to those required by the Contract and that will deliver benefits over and above those which results from delivery of the Contract. Those benefits must meaningfully contribute to the delivery of the HMPPS Business Strategy outcomes of: • Protecting the public • Reducing reoffending • Decent and safe prisons (which may include improving the experience of prisoners in custody)	Quality
(4a) Maintenance Services	The Bidder is required to provide a detailed solution of how it will design and deliver an effective property and facilities management service that ensures the prison property and environment is safe, decent and secure and that prison places and service delivery are able to be delivered.	Quality
(4b) Lifecycle Replacement Services	The Bidder is required to provide a detailed solution of how it will design and deliver an effective lifecycle replacement programme for HMP Oakwood, including how assets, when renewed, will be brought up to the required contractual standards and the dates associated with these changes.	Quality

Name	Description	Type
(4c) FM Resource	The Bidder is required to provide a detailed solution of how it will design and deliver a comprehensive resourcing approach to deliver its Planned Preventative Maintenance and Reactive Maintenance Services, including its approach to the use of sub-contractors.	Quality
(5a) Sustainability	The Bidder is required to provide a detailed solution of how it will design and deliver services and management of the prison with due regard for the environment and that will deliver and advance sustainability outcomes.	Quality
(6a) Mobilisation and Transition	The Bidder is required to provide a detailed solution of how it will design and deliver its approach to and plans for mobilisation and transition from Contract award (Commencement Date) covering the Mobilisation and Transition periods as outlined in Schedule 5 (Mobilisation, Transition, and Transformation) and the Mobilisation, Transition and Transformation (MTT) Blueprint).	Quality
(6b) Transformation	The Bidder is required to provide a detailed solution of how it will design and deliver an approach to, and plans for Transformation (as defined in Schedule 5) and demonstrate how it will transform the services at HMP Oakwood to meet the needs of specific cohorts.	Quality

Name	Description	Type
(7.1a) Third Party Contracts	The Bidder is required to state its compliance to Authority contractual specifications for Utilities. The Bidder is required to state its compliance to Authority contractual specifications for Food Services. The Bidder is required to state its compliance to Authority contractual specifications for Retail. The Bidder is required to state its compliance to Authority contractual specifications for Staff Uniforms. The Bidder is required to state its compliance to Authority contractual specifications for Secure Social Video Calling. The Bidder is required to state its compliance to Authority contractual specifications for Control and Restraint Equipment. The Bidder is required to state its compliance to Authority contractual specifications for Cleaning and Hygiene Equipment. The Bidder is required to state its compliance to Authority contractual specifications for Mandatory Drug Testing. The Bidder is required to state its compliance to Authority contractual requirements for Catering.	Quality
(7.1b) Completed Schedules	Each Bidder is required to provide details on completed schedules.	Quality

Name	Description	Type
(7.1c) Parent Company Guarantee	Each Bidder is required to provide information for their (and any SPV or Consortium members') ultimate parent company in connection with the provision of a parent company guarantee in the form provided in Schedule 23 (Parent Company Guarantee). Bidders must provide the requested information in a separate document and must not provide the requested information in Schedule 23 (Parent Company Guarantee) itself.	Quality
(7.1d) Consortium and Supply Chain Matters	The Bidder must provide all relevant information concerning the way in which the Services will be provided including but not limited to full details of any consortium, Special Purpose Vehicle and sub-contracting arrangements intended to be used.	Quality
(7.1e) Insurance	The Bidder is required to complete and return the table in Annex V of Volume 2 of this Invitation.	Quality
(7.1f) Risk Management	The Bidder is required to provide a risk management plan which clearly articulates the Bidder's approach to risk management.	Quality
(7.1g) Data Storage Outside the UK	The Bidder is required to provide confirmation of compliance with the data storage requirements of the Contract.	Quality

Name	Description	Type
(7.2a) Fixed Price Confirmation	The Bidder should confirm that its Bid Price (NPC of Price per Prisoner Place) represents a fixed price and that there will be no changes to this price during the Preferred Bidder Stage unless there is a change in Authority requirement.	Price
(7.2b) Payment Mechanism	The Bidder should confirm that its acceptance of the full body of the Schedule 14 (Payment Mechanism). For the avoidance of doubt, this includes acceptance of the proposed Permitted Level of Contractor Doubled-Up Prisoners for a specific day and the Lifecycle Reserve Account surplus sharing position.	Quality
(7.2c) Tax and Accounting	The Bidder is required to satisfy itself generally as to its own tax position under existing tax legislation.	Quality
(7.2d) Lifecycle Reserve Account	The Contractor is required to set up a Lifecycle Reserve Account prior to the Services Commencement Date.	Quality
(7.3a) Financial Robustness Test 1	Bidders are required to bid back the Daily Total RRAPP Adjustment for each RRAPP Band as set out in rows 36-88 of the "6. Schedule 14" tab in the FRT. Bidders are also required to set out their approach to calculating the Daily Total RRAPP Adjustment and confirm that their RRAPP calculations are free from error.	Cost

Name	Description	Type
(7.3b) Financial Robustness Test 3	Reasonableness of Cost Assumptions - The Bidder is required to provide a detailed solution of how its financial proposals will ensure delivery of the Contract throughout its life by ensuring the costs are robust, sustainable, logical and consistent.	Quality

Weighting description

Quality criteria for this evaluation is set out in the ITT documentation under Section 4 of Volume 2.

Volume 4 Table 3 (paragraph 5.9), contains the weighting given to each criterion.

Other information

Conflicts assessment prepared/revised

Yes

Procedure

Procedure type

Competitive flexible procedure

Special regime

Light touch

Competitive flexible procedure description

1.1 Stage 1: Conditions of Participation

1.1.1 Stage 1 commences with the issuing of this Tender Notice and the publication of the Invitation to Tender ("ITT") Pack, including the Procurement Specific Questionnaire ("PSQ") which all Bidders wishing to participate are required to complete and return. Information relating to the completion of the PSQ can be found on p. 4 of this document under "Summary for Suppliers". Completion of this document forms the basis of the first stage of the Oakwood Operator Procurement Process - i.e. the Conditions of Participation (COP) Stage. The Authority will answer COP Clarification Questions during this stage.

1.1.2 The Authority will undertake a review of the completed PSQ, by reference to information held on the Central Digital Platform. Responses to the PSQ will be assessed in accordance with the selection process and any Conditions of Participation as set out in this Tender Notice and the PSQ, and as described in the ITT Pack.

1.1.3 Stage 1 will complete with Bidders being notified in writing of whether or not they have been successfully shortlisted to participate in Stage 2 of the Competition. Any Bidders not invited to Stage 2 will be provided with a written explanation of the reasons why they have not been shortlisted.

1.1.4 Bidders should note that the Authority reserves the right to re-assess any response to the PSQ, in the event that there is a change of circumstances that may affect the information submitted as part of the original (Stage 1) submission.

1.2 Stage 2: Invitation to submit a tender with staged dialogue

1.2.1 Stage 2 will commence with the shortlisted Bidders from Stage 1 being issued an invitation to tender for this requirement. The Authority will provide relevant training, issue operational documentation and answer Invitation Clarification Questions during the ITT period. The Authority reserves the right to re-issue the tender documentation, in the event that amendments need to be made.

1.2.2 The Bidders' tenders must be submitted in accordance with the requirements described, and in the format specified, as set out in Volume 2 of the ITT documentation, together with any further instructions that may be issued via the Authority's e-Sourcing platform, Jaggaer (formerly known as Bravo) from time-to-time.

1.2.3 The Authority will evaluate all tenders in order to identify the Bidder which has submitted the most advantageous tender in accordance with the assessment methodology and award criteria set out in the Tender Notice, and Volume 2 and Volume 4 of the ITT documentation.

1.3 Stage 3: Preferred Bidder Stage

1.3.1 Once the evaluation process has concluded, the Authority will notify each Bidder by electronic means through the Authority's e-Sourcing portal, Jaggaer, of whether or not they have been successful in the Competition, with the successful Bidder being invited to a Preferred Bidder Stage. This stage will be used to finalise the draft Contract terms and conditions, in accordance with the limitations set out in the Procurement Act 2023. This is outlined in further detail in section 6 of Volume 1 of the ITT documentation.

1.3.2 The Authority will provide an assessment summary to all Bidders that submitted tenders in Stage 2. Assessment summaries will be issued following the full governance approvals, and we will invoke the 8 (working day) standstill period prior to the final contract award as outlined in paragraphs 4.4.2 and 4.43 and the Competition Timetable in paragraph 4.5 of Volume 1, the HMP Oakwood Operator Competition Document. Assessment summaries will inform Bidders whether they have been successful in being awarded the Contract; provide an explanation of the awarded score of the Bidder's tender against the relevant award criteria, in accordance with the requirements of the Procurement Act 2023; where a Bidder was unsuccessful, provide information in respect of the most advantageous tender submitted, including the name of the preferred Bidder and details of the evaluation of this tender against the relevant award criteria.

1.3.3 Once the assessment summaries have been provided to the Bidders that submitted tenders, the Authority will also publish a contract award notice on the Central Digital Platform to commence a standstill period of 8 working days.

1.3.4 Following the expiry of the standstill period, Stage 3 will end with the Authority entering into the Contract with the preferred Bidder and publishing a Contract Details Notice on the Central Digital Platform (within 120 days of the date on which the Contract is entered into).

1.3.5 The Authority will publish a copy of the Contract (within 180 days of the date on which the Contract is entered into) which may also be published on the Central Digital Platform. Further detail can be found within Volume 1 of the ITT documentation.

Documents

Documents to be provided after the tender notice

The Authority will be using its e-Sourcing Portal, Jaggaer to release all documents and communicate to the market.

Registration: The e-Sourcing Portal is an online application that allows all bidders to create and submit their responses to any PSQ and Tenders via the internet.

Bidders instructions to express an interest in this Tender:

1) Login to the Portal at:

<https://ministryofjusticecommercial.bravosolution.co.uk/web/login.html> with username and password

2) Click the PQQs/ITTs Open to All Suppliers' link. (These are Pre-Qualification Questionnaires or Invitations to Tender open to any registered supplier)

3) Click on the relevant PSQ/ITT to access the content using the following: PQQ Code - PQQ_527 Project Code - prj_14470

4) Click the "Express Interest" button at the top of the page. This will move the PQQ/ITT into your "My PQQs/My ITTs" page. (This is a secure area reserved for your projects only)

5) You can now access any attachments by clicking "Buyer Attachments" in the "PQQ/ITT Details" box instructions on how to submit a Tender will be provided

6) If you experience any technical problems, please e-mail esourcing@Justice.gov.uk

7) In the event of system issues please contact the Jaggaer Helpdesk via telephone 0800 069 8630/ 0845 010 0132

Contracting authority

Ministry of Justice

- Public Procurement Organisation Number: PDNN-2773-HVYN

102 Petty France

London

SW1H 9AJ

United Kingdom

Contact name: HMP Oakwood Competition Team

Email: OpCompCommercial@justice.gov.uk

Website:

<https://www.gov.uk/government/organisations/ministry-of-justice/about/procurement>

Region: UKI32 - Westminster

Organisation type: Public authority - central government