National Offender
Management Service

Service Level Agreement for Prison Services Commissioned by the National Offender Management Service from the Public Sector Provider

2014-17

Between

The National Offender Management Service as Commissioner and

Her Majesty's Prison Service

in the region

Greater London

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Table of Contents

Page

SECTION 1: DEFINED TERMS....4

SECTION 2: FORM OF AGREEMENT 6
2.1 Purpose and Scope of this Document.... 6
2.2 Agreement.... 7

SECTION 3: REGIONAL CUSTODIAL PROFILE....8
3.1 The Region 8
3.2 Prison Population 10
Regional Segmentation Profile 13
3.3 Custodial Provision in the Region: 18
3.4 Resettlement Prisons 19
3.5 Offender Journeys and Provision within the region, including inter–regional relationships 20

SECTION 4: COMMISSIONING INTENTIONS 21
4.1 A Regional Response to Commissioning Intentions.... 21
4.2 Regional Development Objectives 44

SECTION 5: ACCREDITED PROGRAMME PROVISION....46

SECTION 6: NOTICE OF CHANGE PROCESS 48
6.1 Discretionary Changes.... 48
6.2 Mandatory Changes 48
6.3 Documenting changes 49

SECTION 7: RESPONSIBILITIES, TERMS & CONDITIONS 49
7.1 Responsibilities 49
7.2 Delivery partners 49
7.3 Service Definition 50
7.4 Audit, Assurance and Risk Management.... 50

SECTION 8: MANAGING THE SLA....51
8.1 SLA Review Process 51
8.2 SLA Delivery Issues and Failures.... 51

SECTION 9: FINANCIAL PROTOCOL 52
9.1 Financial Framework.... 52
9.2 Principles of the Annual Operating Price and Funding Arrangements 52

SECTION 10: ISSUES RESOLUTION 53
10.1 Issues Resolution Process.... 53

ANNEX A: NOTICE OF CHANGE AND BUSINESS CASE TEMPLATES ...54

SECTION 1: DEFINED TERMS

Defined Terms

Throughout this **SLA**, the use of the singular includes the plural. The following defined terms are identified in the document in bold text and have the following meanings, except where the context requires otherwise:

Annual Operating Price	Price to be paid for the **Services** under the terms of this **SLA**. In effect, the NOMS-funded annual budget for the **Establishment**.
Commissioner	The representative of the NOMS Directorate of Commissioning and Commercial acting on behalf of the NOMS Agency to commission services from **HMPS** under this **SLA**.
Establishment	The business unit of operational delivery, with a single point of accountability, for which **HMPS** has agreed to provide services under the terms of this **SLA**.
Her Majesty's Prison Service (HMPS)	Public sector provider of prison and high-security prison services commissioned by **NOMS** under the terms of this **SLA**. (Sometimes referred to in this **SLA** as "the **Provider**".)
In-Year Change	A material change to the **Service Requirements** or **Annual Operating Price** of the **SLA**.
Legislation	Any Act of Parliament or subordinate legislation.
Management Information	Information available to support the management and monitoring of service delivery.
NOMS	National Offender Management Service Agency, or its designated representative, acting in a corporate capacity.
NOMS Directory of Services	The list of **NOMS**-funded services delivered to offenders, defendants, victims and courts.
Notice of Change (NoC)	Mechanism by which an **In-Year Change** is affected.
Operational Capacity	The total number of prisoners that an **Establishment** can hold taking into account control, security and the proper operation of the planned regime.
Party	A party to this **SLA**.
Provider	See **HMPS**.
Service Level Agreement (SLA)	This **Service Level Agreement** between the **Commissioner** and **HMPS**.
Service Requirement(s)	The requirement(s) for service delivery under this **SLA,** as set out in the Establishment Local Annexes.
Service	A service to be provided by **HMPS,** as detailed in the **Service Specification** and/or other documents referenced under the **Service Requirement**.
Service Options	An option above the national minimum, available to commission, in some **Service Specifications**.

Service Specification	A document specifying, for each service in the **NOMS Directory of Services**, the outcomes and outputs to be delivered.
SLA Delivery Requirement	A specific, commissioned output delivered by the **Establishment** or on behalf of the **Establishment**.
SLA Delivery Requirement Level	The agreed level at which the output is expected to be delivered. The **Establishment's** performance will be monitored and assessed against this level.

SECTION 2: FORM OF AGREEMENT

2.1 Purpose and Scope of this Document

2.1.1 This **Service Level Agreement (SLA)** sets out an agreement between the **Commissioner** and **HMPS** for the provision of prison services commissioned and funded by **NOMS** within the control of the Deputy Director of Custody for the **Greater London region**.

2.1.2 This **SLA** provides a description of a range of services that have been commissioned by funders other than NOMS for example health, education and other co-commissioned services to offenders. **HMPS** has specific responsibilities in respect of partnership working and enabling delivery. Responsibility for performance management arrangements of such services usually rests outside of **NOMS**, contained in separate SLAs, contracts or memoranda of understanding (MoU).

2.1.3 This **SLA** is designed to reflect the full range of **NOMS** custodial services and recognise the importance of providing a joined up system of custodial provision which supports offender management, rehabilitation and resettlement.

2.1.4 The delivery of custodial services by the **High Security Estate** and **Privately Managed Prisons** are managed separately and their performance is not managed as part of this **SLA**. All prisons, including **High Security Estate** and **Privately Managed Prisons**, are included within the **regional profile** of the **SLA** to demonstrate their presence in the region and the provision they offer.

2.1.5 This **SLA** has been agreed as part of the NOMS commissioning round. The commissioning round is the cycle of setting out the high level commissioning priorities for NOMS (taking into account service need and demand, resources, government policy and the priorities of other commissioners and funders of offender services) and securing services under SLAs and contracts to meet these priorities.

2.1.6 Separate internal agreements and protocols for the delivery of specific ancillary and operational support services remain in force until cancelled in writing. These include, but are not limited to:

- SLAs for estate maintenance
- MOUs for prisoner retail
- SLAs covering prison industries and prison laundries

2.1.7 For the avoidance of doubt, the **Parties** do not intend this **SLA** to be legally binding.

2.1.8 To support transparency, this **SLA** will be published on the Ministry of Justice website.

2.1.9 Further information on responsibilities, terms and conditions are outlined in section 7.

2.2 Agreement

2.2.1 The commencement date for this Regional **Service Level Agreement** will be **1 April 2014** and it shall remain in place until **31 March 2017**, inclusive, unless otherwise agreed by the **Parties**. This Regional SLA and the individual establishment annexes for Public Sector Prisons, which form a part of this agreement, will be reviewed on an annual basis and subject to change under the **Notice of Change** process.

Signed by the Commissioner (acting on behalf of the **NOMS** Agency to commission services from **HMPS** under the terms of this **SLA**):

Name (Print): **Simon Boddis**

Position: Head of Commissioning Group

Date: 28 March 2014

Signed by the Provider (as the representative of **HMPS** in respect of the services commissioned by the **NOMS** Agency under the terms of this SLA):

Name (Print): **Nick Pascoe**

Position: DDC Greater London

Date: **26th March 2014**

SECTION 3: REGIONAL CUSTODIAL PROFILE

3.1 The Region

Greater London region comprises of 11 Public Sector Prisons, 2 Privately Managed Prisons and 1 High Security Prison. Within Greater London Region there is a total operational capacity of 10,825 places available including the High Security Estate (HSE) and Privately Managed Prisons (PMP).

The region is managed by the Deputy Director of Custody, supported by a small team of specialists, based at the regional office in St James Park, Central London.

Greater London Psychological Services serve as one of the specialist teams, and provide an assessment, intervention, research, training and consultancy service for all prisons in the GL region. In addition to involvement in delivery and management of OBPS, other services offered are psychological one-to-one interventions, forensic psychological assessments, research and needs analysis, staff training and consultancy on a range of matters including the management of offenders.

In terms of provision within the Personality Disorder section for London prisons, (excluding Surrey), Knowledge and Understanding Framework training is arranged and co-ordinated by Greater London Psychological Services for directly employed HMPS staff. For TACT offenders, where ERG assessment or HII intervention is identified this is referred to Greater London Psychological Services for completion.

Where requested and deemed necessary, Greater London Psychological Services will provide an appropriate forensic psychological assessment of need and risk for offenders and will attend and provide professional witness testimony to Parole Board oral hearings.

Greater London Public Prisons (PSP) has a total combined operational capacity of 9,398, including 872 women's places.

Additionally there are 855 High Security Places and 240 Young Person Places for Young People at HMYOI Feltham.

HMP/YOI Thameside and HMP Bronzefield are currently privately managed by Serco. They have a combined operational capacity of 1,427 - 527 female places at HMP Bronzefield, and 900 young adult and adult places at Thameside.

HMP Downview is currently working through a re-role to a Cat C/D male establishment.

Greater London Region comprises of 11 PSP establishments: 4 X Cat B; 2 X Cat C; 2 X Female; 2 X YOI (1 including combined Cat C function) 1X further establishment proposed as Cat C/D. *Further details of their specific functions are contained in table 3.2 and 3.4 below;*

Privately Managed Prisons within Greater London comprise of the following;
HMP & YOI Bronzefield – Female, adult sentenced. It performs the function of a local prison, accepting prisoners direct from the courts. HMP & YOI Thameside is a Local category B establishment that can currently hold 900 convicted and remand male prisoners – the entry point for young offenders also.

The one High Security Prison within Greater London is Belmarsh Prison. In common with all other local prisons, Belmarsh accepts a wide variety of categories of prisoners. In addition to its commitment to the Category A estate, it is a local prison, serving primarily the Central Criminal Court and its feeder Magistrates Courts in SE London.

Over the 2014/15 period Greater London will see considerable change in terms of population and reconfiguration (*project outlined below also refer to 3.2)*. This will mean potential changes to the initial SLA(s) agreed for some establishments that are still applying the Benchmark and working through reconfiguration to manage the local population.

This includes HMP Downview re-roling from a female establishment to an anticipated Male Cat C/D. The impact of this change needs to be considered as it will undoubtedly raise potential in-year changes.

Greater London region is committed to partnership working with co-commissioned organisations to deliver services such as healthcare, education and resettlement services;

Resettlement, Education and Employment: The region includes a large number of local prisons that receive prisoners entering the prison estate. Following reconfiguration, these establishments will have an additional role as resettlement prisons, working with Community Rehabilitation Companies' to deliver "Through the Gate" services.

Greater London will enable and encourage prisoners to fully engage in a regime that provides the best possible access to purposeful activity, and supports their participation in this by maximising purposeful activity in both industries and education. Greater London will seek opportunities appropriate to the current population and use employment market data to ensure that a prisoner's likelihood of gaining employment or engaging in education on release is as high as possible.

The introduction of 'Through the Gate' services nationally will change the face of resettlement services, and Governors within Greater London will be critical in coordinating the activities of service providers, whilst ensuring a smooth transition.

We will continue to develop our commercial confidence and expertise in areas such as Industries, in cooperation with One3One Enterprise Solutions, and in contract management as the Rehabilitation Revolution moves forward.

Healthcare: Greater London will develop and embed an effective partnership with our Healthcare providers including Mental Health, Primary Healthcare and Drug Strategy to pursue new opportunities to build on and improve.

There are close links with London boroughs and existing IOM provision, and a track record of working with a high number of community organisations which will continue.

Safe Decent & Secure: Previously in 2013/2014, 6 Greater London establishments applied the Public Sector Benchmark (Phase 1). These establishments included one early adopter (Coldingley) 4 Local Prisons (Wandsworth/Pentonville/High Down/ Wormwood Scrubs) and one Cat C establishment (Brixton).

Phase 2 sites will apply their Benchmark with an expectation to conclude during the period of this SLA (2014/2015). Phase 2 sites include the remaining public sector prisons within Greater London. The Benchmark for Young Offenders will be applied to Isis and Feltham, and the Female Estate benchmark will be applied to Send and Holloway. Key to the successful application of the benchmark is the ability to ensure a safe and secure environment by embracing the concepts of benchmarking. The Business Development Group has worked closely with the Governor of each establishment to help achieve this, with careful consideration of the requirements of *NOMS Commissioning Intentions,* ensuring that the resource for the prison underpins the way the regime is constructed and its key activities are coordinated not least to ensure safety, decency and security as the key driver.

3.2 Prison Population

In November 2013, the total number of offenders residing in Prisons within Greater London was 10,667 (including those within the HSE, Juvenile, Women's Estate and PMP).

Approximately 75% of these offenders were committed by courts in the Greater London region.

Within the Public Sector Prisons (*public sector taken to be all prisons except Bronzefield and Thameside*) there were 9255 offenders, of which 77% were committed by courts in the Greater London region, with 3% from Kent and Sussex region, 3% South Central, 2% East of England 1% South West regions and 12% unknown.

Of the PSP population, 8,146 offenders were adult (aged 21+), of whom 796 were female. Nine hundred and twenty-six were Young Adults (18-21), of whom 27 were female. One hundred and eighty-three were juveniles, none of whom were female.

There were 475 offenders identified as Indeterminate Sentenced Prisoners (ISP); 36% **of whom** had a Life Sentence and 64% of whom had an IPP sentence. The High Security Estate (HMP Belmarsh) in Greater London had 80 of the total ISP offender regional population, of which 13% were IPPs and 87% had Life Sentences. Male Public Sector Prisons (non HSE) within GL region had 303 of the region's total ISPs - of which 44% were IPPs and 56% had Life Sentences.

The female Prisons, Holloway and Send, had 92 of all ISPs; of which 29% were IPPs and 71% had Life Sentences

Transforming Rehabilitation will result in most of the London prisons becoming resettlement prisons (see 3.5) and we will work closely with CRCs to deliver Through the Gate services. Again, the impact of these changes remains unknown; population reconfiguration proposals have been referred to in an attempt to gauge expected changes. Transforming Rehabilitation Services will result in an increase in the number of prisoners being received towards the end of their sentences for local resettlement.

The main consideration for the Greater London Reconfiguration Project is to make sure we can get *"the right prisoner, in the right establishment, in the most appropriate timeframe to give offenders access to a suitable level of services which would help to promote progression through the system".*

The Transforming Rehabilitation Programme requires Greater London prisons to hold 80% of offenders in the last 3 months of their sentence in their home CPA, in one of 70 resettlement prisons, (11 in Greater London) by October 2014.

It is anticipated that this can be achieved by setting appropriate allocation criteria for all establishments, delivered by PMU/ establishment OCAs, and reallocation of the misaligned population.

Proposals within Greater London include (see flow charts also overleaf) the unblocking of Cat Bs in locals (approx. 289, incl. 85 in Belmarsh) the re-role of Downview to Male Cat C/D to unblock the 12-4yr sentenced prisoners from locals (c. 1015) and replace with under 12 months resettlement; the unblocking of the +4yr sentenced prisoners from locals (c. 712) and replacing with under 12 months resettlement prisoners and the realignment of the population to home regions/CPAs.

Greater London has good links with other agencies to identify and manage high risk prisoners through MAPPA and ViSOR. This is supported by delivery and coordination through NOMS HQ resources.

There are established links with Bronzefield for women transferred to their Mother & Baby Unit from Send & Holloway. Thameside PMP is the entry point for remand young offenders. Belmarsh accepts a wide variety of categories of prisoners, in addition to its commitment to the Category A estate.

SOTP provision is at Brixton, and Personality Disorder services are being commissioned at Belmarsh, Send and Pentonville. High Down will work towards becoming an SOTP support site once details regarding roles, tasks and resource considerations are firmed up. Formal agreement of moving to support site status will be dependant on negotiations once full details are known.

20 - Metropolitan and City of London

Regional Segmentation Profile

The segmentation data was taken as a snapshot on 31st March 2013. The segmentation data does not represent the whole population as it excludes non-criminal prisoners, young people (<18), unsentenced prisoners and those without a valid PNC record. The data presented for Greater London includes Downview and Felltham, where changes to the population have occurred, or are about to occur. Downview has since decanted all prisoners and will be re-roled from a women's prison to a cat C/D male establishment and Felltham will move to a sentenced population. *It should be noted therefore that as the data below includes data for the population of those prisons as of March 2013, it does not reflect exactly the current populations.*

The segmentation data summary below is a profile of the Greater London region. Within the Greater London PSP region were 6,310 prisoners. In terms of risk of re-offending, the OGRS data for these prisoners, below, tells us the following;

*25% were OGRS 0-24, Low risk of re-offending
*22% were OGRS 25-49, Medium risk of re-offending
*32% were OGRS 50-74, High risk of re-offending
*17% were OGRS 75-89, Very High risk of re-offending
*3% were OGRS 90-100, Prolific risk of re-offending

Those offenders identified as ‘high risk of re-offending’ form the largest cohort within the region. The 25% of prisoners identified as ‘low risk of re-offending’ generally would not require 'additional' services. However, specific sections of this group, such as sex offenders may present a high risk of harm and therefore would be considered further for the prioritisation of assessment and additional services. Figures for Greater London OGRS bands are broadly in line with national figures

In terms of index offence types across the region;

*6% were convicted of sexual offences
*28% were convicted of violent offences
*12% were convicted of robbery
*30% were convicted of acquisitive offences
*17% were convicted of drug offences
*3% were convicted of motoring offences
*4% had an offence categorised as 'other'

Acquisitive and violent offences were the largest categories within the region. In comparison to the national picture, violent and sexual offences formed smaller cohorts than the national average, but acquisitive, drug and robbery cohorts were higher than the national average. Indeed, figures for acquisitive offences were 9% higher and sexual 8% lower than the national average.

Data identifying sentence lengths of those held within region indicated;

*18% had a sentence length of < 12 months
*36% had a sentence length of 1-4 years
*31% had a sentence length of 4 years+ Determinate
*7% had a sentence length of Indeterminate
*8% were identified as Recall

Data identifying time left to serve (but excluding ISPs, recalls, unsentenced, non-criminal and young people), indicated;

*4634 prisoners in the region had an identified sentence end date
*50% of these prisoners had less than 6 months left to serve
*19% of these prisoners had between 6 months and 1 year left to serve
*18% of these prisoners had 1 - 2 years left to serve
*11% of these prisoners had 2 - 5 years left to serve
*2% of these prisoners had more than 5 years left to serve

In terms of sentence length data and time left to serve, it is clear that although the majority (67%) of prisoners in the Greater London region are serving sentences or more than one year, 69% of prisoners have less than a year of their sentence left to serve.

The risk of violent re-offending assessment (OVP) data was analysed for the 1605 prisoners identified as having violence as their main offence (but excluding ISPs, recalls, unsentenced, non-criminal and young people);

*27% of the prisoners with a violent offence had no valid OASys assessment
*29% were low risk of violent re-offending (OVP 0-29)
*33% were medium risk of violent re-offending (OVP 30-59)
*9% were high risk of violent re-offending (OVP 60-79)
*2% were very high risk of violent re-offending (OVP 80-99)

The OSP score is a risk tool forming part of the OASys assessment, administered to those who have a sexual index offence. Four hundred and eleven prisoners in Greater London were reviewed for their risk of re-offending (with a current sexual offence including those with a sexual motivation/element in addition to statutory sexual offences but excluding unsentenced, non-criminal and young people);

*25% had a low risk of sexual offending (OSP 0-11)
*30% had a medium risk of sexual offending (OSP 12-14)
*30% had a high risk of sexual offending (OSP 15-17)
*16% had a very high risk of sexual offending (OSP 18-32)

Brixton
OGRS - 315 (43%) high or very high (amalgamated), 200 (27%) medium.
Offence type - 176 (24%) sexual, 177 (24%) acquisitive, 164 (23%) violent, 115 (16%) drug.
Time to serve figures indicate that a high proportion (82%) of prisoners have less than one year to serve.
There is a small cohort of prisoners with medium OVP scores and with over a year left to serve.
Taking into account the cohorts of violent and sexual offenders the current provision of TSP and SOTP and their associated targets, is appropriate

Coldingley
OGRS - 134 (27%) medium, 192 (38%) high, 70 (14%) very high.
Offence type - 209 (42%) violent, 93 (19%) drugs, 91 (18%) acquisitive, 76 (15%) robbery, 7 (1%) sexual.
Time left to serve - 179 (53%) less than a year, 104 (31%) 1 to 2 years left to serve.

There is a cohort of prisoners (25) who score medium or higher on OVP.

There is a small cohort of sexual offenders, but 1 has a high OSP score with more than a year to serve. Sexual offenders should be managed in terms of initial assessment to determine treatment need and then either transfer to suitable treatment site, or recommendation for work with Probation if near to release.

The HRP gathers suitable prisoners from both the population at Coldingley and the wider regional and national population.

The introduction of SCP has been suggested. Further exploration of viability in terms of prisoner need, resourcing and financing should be undertaken.

Downview *Comparison sets for the Verne and Blantyre House are represented here*
The Verne - OGRS - 134 (23%) medium, 137 (22%) high and very high (amalgamated).
Offence type - 249 (43%) drugs, 155 (27%) violent, 113 (20%) acquisitive.
60% more than a year left to serve. 23 medium or above on OVP with more than a year left to serve.

The above suggests that interventions should be considered for targeting the high proportion drug offenders. The provision of TSP, FOR and Resolve should be considered more closely due to the cohort of violent and acquisitive offenders.

Blantyre House – OGRS - 46 (38%) medium, 37 (30%) high and very high (amalgamated)
Offence type - 79 (65%) violent, 14 (12%) robbery, 15 (12%) drug. 60% more than a year left to serve.

The above suggests that the provision of TSP should be strongly considered. Based on the above figures for both prisons it seems likely that TSP would be a suitable intervention for the future population of Downview. Drug programmes, FOR and Resolve may also be appropriate dependant on more specific population information.

Feltham *using Isis data as a comparator*
OGRS - 106 (21%) medium, 227 (45%), very high and prolific makes up 25%

Offence type -162 (32%) violent, 153 (30%) robbery, 90 (18%) acquisitive, 81 (16%) drugs
Time to serve figures indicate that most prisoners have less than one year to serve. However, there are clearly cohorts of prisoners who would benefit from, and have enough time to serve, to take part in TSP. As the largest single 'offence type' group is violence and there are a number of prisoners with OVP scores of high and above and with more than 1 year to serve, the introduction of Resolve should also be considered.

The small number of sexual offenders should be managed in terms of initial assessment to determine treatment need and then either transfer to suitable treatment site, or recommendation for work with Probation if near to release.

High Down
OGRS - 154 (21%) scored 'medium' and 407 (55%) scored 'High or above'.

Offence type - 220 (30%) acquisitive offences, 191 (26%) violent, 146 (20%) drugs and 77 (10%) sex offences.
Time to serve figures indicate that most prisoners have less than one year to serve. This includes cohorts with 'High and above' OGRS scores and prisoners with offences that include sexual, violent, drug and acquisitive. Therefore, the overwhelming majority of the current population would not be in situ long enough to be involved in anything but very short term interventions (across all pathways).

The number of sexual offenders has prompted the suggestion that High Down become a support site. Further information on the detail of what would need to be provided and available funding will be considered.

Holloway
OGRS - 69 (19%) scored 'medium' and 164 (47%) scored 'High or above'

Offence type - 167 (47%) were convicted of acquisitive offences, 104 (29%) violent, 37 (10%) drugs and 5 (1%) sex offences.
Time to serve figures indicate that a high proportion of prisoners have less than one year to serve. This includes cohorts with 'High and above' OGRS scores and prisoners with offences that include sexual, violent, drug and acquisitive.

Taking into account time left to serve, and that almost half of the convicted population committed acquisitive offences, the weighting of TSP and FOR targets should be considered more closely. We are awaiting feedback from CSG with regard to the criteria for women on TSP (especially relating to acquisitive offending) and provision and selection for interventions aimed at addressing violent offending.

Further discussion regarding the Personality Disorder pathway for women and the involvement of Holloway is due to take place.

Isis
OGRS - 106 (21%) medium, 227 (45%), very high and prolific makes up 25%.

Offence type -162 (32%) violent, 153 (30%) robbery, 90 (18%) acquisitive, 81 (16%) drugs.
Time to serve figures indicate that most prisoners have less than one year to serve. However, there are clearly cohorts of prisoners who would benefit from, and have enough time to serve, to take part in TSP. As the largest single 'offence type' group is violence and there are a number of prisoners with OVP scores of high and above and with more than 1 year to serve, the introduction of Resolve is warranted.

The small number of sexual offenders should be managed in terms of initial assessment to determine treatment need and then either transfer to suitable treatment site, or recommendation for work with Probation if near to release

Pentonville
OGRS – 165 (23%) scored 'medium' and 427 (59%) scored 'High or above'.

Offence type - 254 (35%) acquisitive offences, 198 (28%) violent, 95 (13%) drugs and 50 (7%) sex offences.
Time to serve figures indicate that a high proportion of prisoners have less than one year to serve. This includes cohorts with 'High and above' OGRS scores and prisoners with offences that include sexual, violent and drug.

There is a cohort of acquisitive offenders who have high and above OGRS scores and have 1 year or more left to serve.
Taking into account time left to serve, and the proportion of offenders with acquisitive offences, the weighting of TSP and FOR proposals are agreed, but anticipate an in year review

The small number of sexual offenders should be managed in terms of initial assessment to determine treatment need and then either transfer to suitable treatment site, or recommendation for work with Probation if near to release.

Send
OGRS - 68 (27%) medium, and 57 (23%) high

Offence type - 27 (51%) violent, 5 (2%) sexual, 31 (12%) robbery, 31 (12%) acquisitive, 44 (18%) drugs.
Time to serve figures suggest that over half of the population have less than 1 year to serve (n=75, or 53%). There are no prisoners with high or very high OVP scores with more than a year left to serve.

There are a small number of sexual offenders with medium or higher OSP and with more than a year left to serve. The DTC has started to allow sexual offenders under the selection criteria. For those not suitable for the DTC the expectation would be for those prisoners to be assessed and recommended for referral to one to one (women's framework) referral to Probation or Psychology.

The DTC gathers suitable prisoners from both the population at Send and the wider regional and national population. This is also true of the PIPE, which is due for expansion during the coming year to 40 places and the addition of a pre-PIPE.

Wandsworth
OGRS - 137 (23%) medium, 263 (44%) high and very high (amalgamated)

Offence types - 236 (40%) acquisitive, 125 (21%) violent, 74 (13%) drugs, 36 (6%) sexual.
Time to serve figures indicate that a high proportion (66%) of prisoners have less than one year to serve. There are very small numbers of prisoners with medium OVP scores and with over a year left to serve. There are no offenders who score high or very high on OVP.

Taking into account time left to serve, and the proportion of offenders with acquisitive offences, consideration should be given to reconfiguring all or part of the TSP target and introducing FOR.

There is a small cohort of sexual offenders, but 5 have high or very high OSP scores with more than a year to serve. Sexual offenders should be managed in terms of initial assessment to determine treatment need and then either transfer to suitable treatment site, or recommendation for work with Probation if near to release. Those scoring high and very high on OSP should be prioritised for appropriate assessment and services.

Wormwood Scrubs
OGRS - 357 (53%) high and very high (amalgamated), 140 (21%) medium.

Offence type - 266 (40%) acquisitive, 169 (25%) violent, 117 (17%) drug.
Time to serve figures indicate that a high proportion (80%) of prisoners have less than one year to serve.

There is a small cohort of prisoners with medium or above OVP scores and with over a year left to serve. Assessment of offenders scoring high and very high on OVP should be prioritised to determine appropriate treatment pathways (either transfer to treatment site, or one to one work in situ).

Taking into account time left to serve, and the proportion of offenders with acquisitive offences, the current provision of FOR and its associated target is appropriate.

There is a small cohort of sexual offenders, but 3 have high OSP scores with more than a year to serve. Sexual offenders should be managed in terms of initial assessment to determine treatment need and then either transfer to suitable treatment site, or recommendation for work with Probation if near to release.

3.3 Custodial Provision in the Region:

Name	Security Cat	Population: Male/Female/YO/Juvenile	Size (Op cap)	Specialist/ National Function	PSP Annex to SLA (yes/no)
Brixton	C	Adult male Cat C (with Cat D function)	798	Trainer	Y
Coldingley	C	Adult male Cat C	513	Trainer	Y
Downview	Closed	Adult male Cat C	355	Resettlement with Cat D	Y
Feltham	Closed	YOI	762		Y
Holloway	B	Adult Women / Young Adults suitable for Closed Conditions	591	*UKBAs*	Y
High Down	B	Adult local	1103	Resettlement	Y
Isis	C	Adult Cat C & YOI	622	Trainer/ Resettlement	Y
Pentonville	B	Adult local	1310	Resettlement	Y
Send	Closed	Adult Women	281	Resettlement with Cat D	Y
Wandsworth	B	Adult local / Resettlement/ Cat C Unit	1284	Resettlement	Y
W'Scrubs	B	Adult local / Resettlement	1279	Resettlement	Y
Belmarsh	A	HSE Estate - Local	910		N
Bronzefield	Closed	PMP - Adult Local Women	527		N
Thameside	B	PMP - Local - Adult & YOI	900		N

** NB - all Adult locals also take remand Young Adult's.*

3.4 Resettlement Prisons

Name	Contract Package Area (CPA) - Lot
Belmarsh	20 – Metropolitan & City of London
Bronzefield (F)	20 – Metropolitan & City of London
Brixton	20 - Metropolitan & City of London
Coldingley	15 – Hampshire
Downview	20 – Metropolitan & City of London
High Down	20 - Metropolitan & City of London (shared w/ CPA 21 - Kent, Surrey & Sussex)
Holloway (F)	20 – Metropolitan & City of London
Isis	20 - Metropolitan & City of London
Pentonville	20 - Metropolitan & City of London
Send (F)	20 – Metropolitan & City of London
Thameside	20 – Metropolitan & City of London
Wandsworth	20 - Metropolitan & City of London
Wormwood Scrubs	20 - Metropolitan & City of London

3.5 Offender Journeys and Provision within the region, including inter–regional relationships

Due to the varied functions of the prisons within the Greater London region, prisoner journeys tend to be diverse. Many offenders will serve the entirety of their sentence within the region; accessing assessment, intervention and resettlement services from a single prison. Other offenders are received into custody from the courts and receive assessment services before being transferred to other more suitable prisons to serve the majority of their sentence. For some prisoners, at the end of their sentence, they are relocated to or return to a Greater London prison for resettlement purposes, because it is close to home and their Probation area.

Personality Disorder
Greater London is included as part of the wider national PD strategy. HMP Send is key to the Women's PD pathway in the south, due to the provision of a post-treatment PIPE. There are suggestions that a pre-treatment PIPE will also be established this year, although currently there appears to be no date for implementation. HMP Pentonville is due to implement an intervention aimed at violent and disruptive prisoners, as part of the national PD strategy, which is co-commissioned with NOMS/NHS. This is yet to be set up and implemented but is likely to be put in place during 2014/2015. The assumption is that the above provision would be available to offenders both within and outside of the Greater London region dependant on offender need, intervention capacity and available prison places.

SOTP/OBPs
Whilst there are no specific formal agreements for intra/inter regional relationships for SOTP at HMP Brixton and HRP at HMP Coldingley, these interventions regularly offer places to prisoners from other prisons, both regionally and nationally. Selection and offers of places on these interventions are prioritised based on the factors of risk, need and time left to serve/tariff expiry. It has been suggested that HMP High Down would be a suitable SOTP support site within the Greater London region, in addition to HMP Brixton, and therefore development objectives which enable HMP High Down to work towards this, have been set for this year.

TSP/FOR
The provision of TSP and FOR within Greater London region is largely targeted at specific prisoner populations across delivery sites. As such, these interventions tend to assess for suitability and offer places to prisoners within the establishment delivering the intervention. However, this does not preclude offenders either from within or outside of region, accessing places where there is a clear need for prioritisation of those prisoners. During 2013/2014 both Wandsworth and Pentonville expressed concerns regarding need for TSP in their establishments. Both prisons consistently struggled to fill TSP courses last year, specifically since acquisitive offenders were formally excluded from the suitability criteria and due to the length of time left to serve of the offenders in those prisons. Holloway has also somewhat struggled to fill TSP groups due to the selection criteria. *Discussions are currently underway with CSG regarding female acquisitive offenders and suitability criteria for TSP, based on research outcomes*.

Women's Therapeutic Community
The TC at Send accepts referrals for women based both locally, regionally and nationally. In previous years the TC has often found it difficult to fill places due to a paucity of referrals; this problem appears to be reducing with the TC now working at almost full capacity. This is thought to be due at least in part to better information sharing and changes to the selection criteria, such as the inclusion of sexual offenders.

SECTION 4: COMMISSIONING INTENTIONS

4.1 A Regional Response to Commissioning Intentions

CI Title & No.	Response to Commissioning Intention	Where appropriate, name which establishment/s annex further detail will be found
1. Enhance public protection and ensure a safe, decent environment and rehabilitative culture	**1 (a) There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.** Greater London understands that rehabilitation is not solely delivered through programmes or specific services, but through a universal approach to engaging with prisoners that focuses on: • ensuring they are safe • treating them with decency • believing in their potential for change • encouraging and coaching them to think and act differently in the future. **Safety**: Greater London will ensure a safe, decent environment and rehabilitative culture. In year one, establishments within Greater London will prioritise the maintenance of safe staffing levels and by so doing, ensure confidence and the ability to keep a safe and structured environment. Key to the successful application of the benchmark is to *ensure a safe and secure environment.* Greater London will apply Benchmark staffing requirements across the region from April 2014; key to the delivery of this ambition is that establishments will be fully staffed and have sufficient adequately trained staff to deliver its responsibilities. The Business Development Group has worked closely with the Governor of each establishment to help achieve this, ensuring that the resource for the prison	

	underpins the way the regime is constructed and its key activities coordinated not least to ensure safety, decency and security as the key driver. The implementation of both the reconfiguration project and transforming rehabilitation model during year one will support this intention, and allow for an effective offender flow and progression where identified. **Decency:** The degree to which an 'Every Contact Matters' culture is being achieved within Greater London will be measured and monitored via MQPL indicators; prisoner consultative committees; IMB reports; HMIP reports; MDT data; complaints, Ombudsman's cases; Violence Management data and feedback from partner organisations and agencies. Governors, Managers and Staff within Greater London are committed to establishing an effective culture and commitment to the principle 'Every Contact Matters'. This will be achieved by the examples set by the attitudes and skills of frontline staff and the strong leadership of the Governor and his senior management team. Greater London will demonstrate a full commitment to the principle '*Every Contact Matters'* consistently encouraging and challenging offenders so that they believe that it is possible to change their lives and feel optimistic about doing so. **Potential For Change:** 'Every Contact Matters' is a fundamental concept which will underpin all working relationships with contractors, partner agencies and organizations. All staff briefings, written communication, prison systems, staff roles and responsibilities will clearly reinforce the value of positive engagement with offenders, which in turn will nurture a sense of purpose in relation to rehabilitation, reducing re-offending and progression through the sentence for all offenders. Governors, Managers and Staff within Greater London will make the best use available of the revised Incentives and Earned Privileges Scheme to ensure that prisoners engage with their sentence plan objectives, defined by courtesy, assertive but not aggressive behaviour and by facilitating the reasonable expectations of offenders by processing their applications and requests as quickly and as efficiently	

	as possible. **1 (b) All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance** Further to the above, Greater London will embrace the '*Every Contact Matters'* approach. Promoting to all staff a sense of personal responsibility with offenders in a way which both models appropriate social behaviour and sets positive expectations regarding offenders capacity to change and desist from offending. Staff who have contact with prisoners have the opportunity, and the duty, to encourage them to think about the effects their life choices have on themselves, on others close to them and on the general public. They also have a duty to encourage prisoners to think about their future, beyond custody. All establishments within Greater London will embrace a rehabilitative culture, promoted through the publication and promotion of each establishment's Vision and Mission Statement, actively promoting of the '*Every Contact Matters'* approach. In partnership with Ministry of Justice, staff training is being developed around the issue of gangs and youth violence. Greater London will continue working with the Crown Prosecution Service to develop a Memorandum of Understanding for the management of gang and prison crime in London, and with Operation Trident to support desistance from gang membership through the sharing of information on identified Trident gang nominal. This may include all nominal gang offenders being interviewed on sentence and prior to release. MQPL, SQL and staff engagement surveys will be used as ongoing monitoring tools to assess the impact of this work. **1 (c) Efforts are made to ensure offenders experience the environment as safe** Greater London is fully committed to raising awareness around suicide and self harm, and reducing violence in all sites. Greater London will continue to improve the quality of care for prisoners and staff by creating a safe living and working	

	environment for all. MQPL results and HMIP inspections will be used as ongoing monitoring tools to assess the impact of this work, by regular review. This will be supported by the effective use of the I.E.P. scheme, Violence Reduction Monitoring and the Prison Discipline System. Prisoners subject to ROTL may find themselves victim of pressure to traffic illicit items, and/ or may experience bullying. Greater London is committed to improve the current quality of risk assessments which not only support the ROTL process to further reduce the risk of re-offending whilst on license, but also to gather intelligence to reduce the likelihood of a breach and potential bullying. **1 (d-g)** **1 (d) Good Quality risk assessments, risk management systems and information sharing between partner agencies result in the application of appropriate public protection and security measures, and these ensure the needs of victims are appropriately addressed.** **1(e) Intelligence is gathered, developed and shared in a safe and timely manner** **1 (f) The availability of drugs and mobile phones in prisons is tackled** **1 (g)Prisoners are prevented from continuing criminality from within prisons** Each prison within the Greater London region will fulfil a commitment to comply with t instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that individual establishments' Local Security and Public Protection Strategies will be kept up to date in line with current policy. Greater London is committed to improve the current quality of risk assessments which support the ROTL process to further reduce the risk of re-offending whilst on license and ensure the decisions made are defensible, whilst taking into consideration and implementing any recommendations from the ROTL review. Greater London region acknowledges that there is a backlog of OASys assessments in some establishments across the region. Greater London aims to	

	address this issue by targeting resources to reducing this backlog. It is recognised that in the face of finite staff resource the reduction in the backlog across the region may take some time. Therefore in order to reduce the impact of this a number of strategies are being put in place, for example, where appropriate, using a proportion of under spent funds to utilize external contractors to complete OASys assessments in order to reduce backlogs. However, the main strategy being utilised to reduce the impact of the existing backlog is the prioritization of assessments. For example taking into account factors such as offence type, known risk levels, sentence length and time left to serve, in order to prioritise OASys assessments. As such, offenders who are known to pose high levels of risk of harm, such as violent and sexual offenders will be targeted for OASys completion first. Greater London region will ensure that the benefits of the OASys risk management tool can be utilised fully across the estate prior to the implementation of the offender management benchmark. Greater London will use and contribute to both MAPPA processes and VISOR in order to achieve strategic aims which ensure that the risks posed by the highest risk offenders, such as specified sexual and violent offenders, are assessed and managed appropriately.	
2. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners	**2 (a) Evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.** Greater London will ensure the provision of a complete set of services that compliment each other, each taken forward by a nominated lead within region. This will allow the providers to compliment each other, whilst providing continuity of services within region to offenders; budgetary analysis and prudent allocation of funding will ensure the delivery and selection of services do not negatively impact on the activity of others and the data sharing protocols will be NOMS compliant, date specific and ensure integrity by all service providers. The introduction of 'Through the Gate' services nationally will change the face of resettlement services, and Governors within Greater London will be critical in	

	coordinating the activities of service providers whilst ensuring a smooth transition during year one. We will continue to develop our commercial confidence and expertise in areas such as Industries, in cooperation with One3One Enterprise Solutions, and in contract management as the Rehabilitation Revolution moves forward. Greater London will develop and embed an effective partnership with our Healthcare providers including Mental Health, Primary Healthcare and Drug Strategy to pursue new opportunities to build on and improve.	
	2 (b) Facilitate the ongoing operation of mandating day one entry of prison leavers onto the DWP Work Programme and any future changes through the introduction of Universal Credit. Transforming Rehabilitation will result in most of the London prisons becoming resettlement prisons (see 3.5) and we will work closely with CRCs to deliver through the gate services where anticipated. Again, the impact of these changes are unknown, population reconfiguration proposals have been referred to in an attempt to align expected changes. Transforming Rehabilitation Services will include an Increase in the number of prisoners being received at the end of their sentences for local resettlement. Currently, this activity is monitored locally via the Quality Improvement Group (QIG) on a Bi-Monthly basis as well as through performance data requests for local records.	
	2 (c) Work together with NHS England and Public Health England in line with the National Partnership and Co-commissioning Agreement to ensure that NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody support both health and justice outcomes. Greater London seeks to actively continue working with the NHS England Commissioning, in the development and implementation of local delivery arrangements in line with the National Partnership and Co-commissioning	

	Agreement and the Enablers of National Co-commissioned Services specification. There is partnership arrangements in place designed to provide oversight to co-commissioned and partnership delivery within the region across all prisons. Currently, within Greater London NOMS Co-commissioners and NHS England/Local Authorities are working together in the re-tendering of substance misuse services. The goal is to have the new Substance misuse service running by April 2014. It is however acknowledged that in light of the Care Bill (April 2015) consideration needs to be given to the involvement and engagement of the Local Authority in ensuring the Local Delivery Agreements are responsive to the future role of Community Rehabilitation Companies in supporting rehabilitation outcomes and continuity of care through the prison gate. It is therefore expected that the new Substance misuse provider will jointly develop and align activity to promote recovery from addiction with efforts to reduce the supply of drugs and alcohol into prison. **2 (d) Work together with local authorities to ensure that the adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves** Greater London Region seek to actively develop relationships with co-commissioners and local authorities to ensure offenders are assessed and supported to live with decency and as independently as possible, with arrangements in place to ensure continuity of care when the prisoners move. Health improvement plans will be developed and tailored to reflect the level of social care services required by the population, and routinely reviewed via the Partnership Board meetings in conjunction with other key stakeholders thus reflecting and evidencing the needs of the prison population. Subject to its passage through Parliament, the Care Bill will reform the social care system in England from April 2015; it is acknowledged that at a local level, robust	

	arrangements with the Local Authority need to be established ahead of the legislation coming into effect in May 2015. Regionally this will be managed by an identified lead. With an expectation that by April 2015, robust arrangements will be in place with the Local Authorities to ensure Prisoner social care needs assessment are routinely undertaken and that social care services, equivalent to those in the community, can be accessed by prisoners who are eligible for such services whilst in custody. **2 (e) Work with local authorities to promote inclusion of, and maximise benefits to, offenders' families** Greater London recognises the importance of stable, pro – social relationships in reducing the risk of re – offending. It is recognised that a lack of support and pro-social family / marital relationships remains one of the key factors linked to re-offending and desistance. All establishments within Greater London will embrace a rehabilitative culture, promoted through the publication and promotion of each establishment's Vision and Mission Statement, actively promoting of the '*Every Contact Matters'* approach. Actions to identify these and mitigate where possible will be assisted with innovation and visible leadership to support the work required and this will continue to form part of our Reducing Re-Offending Delivery within the region. The Interventions will be supported through the support of specialised family support workers, mediation services and London Probation. Intervention selection will be directly linked to need and the use of NOMS segmentation data, identifying the most suitable programme resource and delivering it at the point in sentence that it will make the most difference. Transforming Rehabilitation will result in most of the London prison becoming resettlement prisons (see 3.5) and we will work closely with CRCs to deliver through the gate services where anticipated. Again, the impact of these changes are unknown, population reconfiguration proposals have been referred to in an attempt	

	to align expected changes. Transforming Rehabilitation Services will include an Increase in the number of prisoners being received at the end of their sentences for local resettlement. During the first year of this SLA, establishments within Greater London will work closely with PACT to deliver casework, support, advice and programmes to offenders and their families. These family support workers will help offenders to reduce conflict in close relationships, develop positive relationships, develop strong and supportive family ties, improve family and intimate relationship, and develop confident and responsible parenting behaviors. The Heads of Reducing Re-offending in establishments have been identified to deliver this work within Greater London, and will provide the visible leadership and support for work in this area. The voluntary sector organisation Spurgeons is contracted at a regional level to provide Visitors Centre services, which will include family days and supervised play in Visit Halls. The Heads of Operations in establishments locally will continue to supervise and develop the work that Spurgeons deliver to maximise the support for offenders to improve relationships with their families. **2 (f) Continue to improve access to a pathway of new and existing services for offenders with severe personality disorders. Services are primarily targeted at men who present a high risk of serious harm to others and women who present a high risk of committing further violent, sexual or serious criminal damage offences. Services are co-commissioned with NHS England Specialised Commissioning to support health and justice outcomes.** Greater London will continue to support the delivery of the NHS/ NOMS personality disorder strategy. HMP Send is key to the Women's PD pathway in the south, and will continue to deliver the provision of a post-treatment PIPE. HMP Pentonville will implement an intervention aimed at violent and disruptive prisoners, as part of the national PD strategy. Due to the function of the prisons within the Greater London region, prisoner journeys tend to be diverse. Many offenders will serve the entirety of their sentence within the region, accessing assessment, intervention and resettlement services	

	from a single prison. Other offenders are received into our custody from the courts and receive assessment services before being transferred to other more suitable prisons for serving the majority of their sentence. For some prisoners, at the end of their sentence, they are located in, or indeed return, to a Greater London prison for resettlement purposes, because it is close to home and their Probation area. Greater London is included as part of the wider national PD strategy. HMP Send is key to the Women's PD pathway in the south, due to the provision of a post-treatment PIPE. There are suggestions that a pre-treatment PIPE will also be established this year, although currently there appears to be no date for implementation. HMP Pentonville is due to implement an intervention aimed at violent and disruptive prisoners, as part of the national PD strategy, which is co-commissioned with NOMS/NHS. This is yet to be set up and implemented but is likely to be put in place during 2014/2015. The assumption is that the above provision would be available to offenders both within and outside of the Greater London region dependant on offender need, intervention capacity and available prison places. Whilst there are no specific formal agreements for intra/inter regional relationships for SOTP at HMP Brixton and HRP at HMP Coldingley, these interventions regularly offer places to prisoners from other prisons, both regionally and nationally. Selection and offers of places on these interventions are prioritised based on the factors of risk, need and time left to serve/tariff expiry. It has been suggested that HMP High Down would be a suitable SOTP support site within the Greater London region, in addition to HMP Brixton, and therefore development objectives which enable HMP High Down to work towards this, have been set for this year. The provision of TSP and FOR within Greater London region is largely targeted at specific prisoner populations, within delivery sites. As such, these interventions tend to assess for suitability and offer places to prisoners within the establishment delivering the intervention. However, this does not preclude offenders either from within or outside of region, accessing places where there is a clear need for prioritisation of those prisoners. During 2013/2014 both Wandsworth and Pentonville expressed concerns regarding need for TSP in their establishments.	

	Both prisons consistently struggled to fill TSP courses last year, specifically since acquisitive offenders were formally excluded from the suitability criteria and due to the length of time left to serve of the offenders in those prisons. Holloway has also somewhat struggled to fill TSP groups due to the selection criteria. *Discussions are currently underway with CSG regarding female acquisitive offenders and suitability criteria for TSP, based on research outcomes*. The Therapeutic Community at Send accepts referrals for women based both locally, regionally and nationally. In previous years the TC has often found it difficult to fill places due to a paucity of referrals; this problem appears to be reducing with the TC now working at almost full capacity. This is thought to be due at least in part to better information sharing and changes to the selection criteria, such as the inclusion of sexual offenders. **2 (g) Align Services with the Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to make prisons places of work and strengthen the focus on employability. Enhance access to mainstream learning and employment services for offenders on return to the community.** OLASS 4 governance arrangements are in place within Greater London. Alongside the Regional and Cluster Heads of Learning and Skills the framework provides an effective forum for working in partnership with education providers and other external and internal stakeholders. The Framework seeks to regularly review and agree the most appropriate provision to meet the needs of learners in custody, and to ensure that Learning and Skills is consistent with wider offender management strategies. During the period of the SLA the Framework will: * Keep abreast of relating national policies and developments to identify opportunities that can support OLASS delivery in the area. * Direct Clusters to maximise delivery and employment opportunities to reduce the rate of re-offending	

	* Review performance and directing funding appropriately. * Identify additional funding streams * Share best practice from across the Region and the wider estate. The Regional Strategy Board meet on a quarterly basis and provides overarching strategic management for the region, this is chaired by the Greater London DDC.	
	2 (h) Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment. The region includes a large number of local prisons who receive prisoners on entry to the prison estate. Following reconfiguration these establishments will have an additional role, as resettlement prisons, working with Community Rehabilitation Companies' to deliver "Through the Gate" services. Greater London will enable and encourage prisoners to fully engage in a regime which provides the best possible access to purposeful activity and supports their participation in this, by maximising purposeful activity for prisoners in both industries and education, and seeking opportunities appropriate to the population at the time and use the employment market data to ensure that the likelihood of gaining employment or engaging in education on release is at its most. The introduction of 'Through the Gate' services nationally will change the face of resettlement services, and Governors within Greater London will be critical in coordinating the activities of service providers whilst ensuring a smooth transition. We will continue to develop our commercial confidence and expertise in areas such as Industries, in cooperation with 131 Enterprise Solutions, and in contract management as the Rehabilitation Revolution moves forward.	
3. Deliver an efficient, quality service	**3 (a) Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.** Due to the function of the prisons within the Greater London region, prisoner	

	journeys tend to be diverse. Many offenders will serve the entirety of their sentence within the region, accessing assessment, intervention and resettlement services from a single prison. Other offenders are received into our custody from the courts and receive assessment services before being transferred to other more suitable prisons for serving the majority of their sentence. For some prisoners, at the end of their sentence, they are located in, or indeed return, to a Greater London prison for resettlement purposes, because it is close to home and their Probation area. Greater London will utilise a range of services to address the need of its prisoners through accredited OBPs, non-accredited interventions which utilise methods and content shown by evidence and research to reduce re-offending (recorded on and supported by the NID/PSO 4350 process) and other psychological interventions which are carried out by Greater London Psychological Services staff. Both the available segmentation data and local data and knowledge sources are being utilised to best target these resources across the region. An indirect influence of a prisoners journey, has been the national review, all public prisons have been subject to the “benchmarking process”, and the impending TTG project. Previously in 2013/2014, 6 Greater London establishments applied the Public Sector Benchmark (Phase 1). These establishments included one early adopter (Coldingley) 4 Local Prisons (Wandsworth/ Pentonville/ High Down/ Wormwood Scrubs) and one Cat C establishment (Brixton). Phase 2 sites will apply their Benchmark with an expectation to conclude during the period of this SLA Agreement 2014/2015. Phase 2 sites include the remaining public sector prisons within Greater London - the Benchmark for Young Offenders will be applied to Isis and Feltham and the Female Estate benchmark will be applied to Send and Holloway. Key to the successful application of the benchmark is to ensure a safe and secure environment by embracing the concepts of benchmarking. The Business Development Group has worked closely with the Governor of each establishment to help achieve this with careful consideration of the requirements of the *NOMS Commissioning Intentions,* ensuring that the resource for the prison	

	underpins the way the regime is constructed and its key activities coordinated not least to ensure safety, decency and security as the key driver. Greater London will continue to support the delivery of the NHS/ NOMS personality disorder strategy. HMP Send is key to the Women's PD pathway in the south, and will continue to deliver the provision of a post-treatment PIPE. HMP Pentonville will implement an intervention aimed at violent and disruptive prisoners, as part of the national PD strategy. OLASS 4 governance arrangements are in place within Greater London. Alongside the Regional and Cluster Heads of Learning and Skills the framework provides an effective forum for working in partnership with education providers and other external and internal stakeholders. The Framework seeks to regularly review and agree the most appropriate provision to meet the needs of learners in custody, and to ensure that Learning and Skills is consistent with wider offender management strategies. The Regional Strategy Board will meet quarterly to review performance, direct funding, and provide overarching strategic direction for the region,	
	3 (b) Have robust quality assurance processes in place to ensure offender services are (i) delivered as they are intended (i.e. with integrity and as planned and designed) and (ii) that they are effective. As the region moves through the new initiatives resulting from benchmarking priority is for greater London is to ensure delivery is in line with workforce planning, BDG specifications and budget allocation, whilst ensuring robust and transparent governance at all times. A regional programme board meets monthly to ensure progress on all sites is timely and to a high standard. Working closely with regional workforce planning assurance & risk management frameworks, and finance meetings, strong governance of staffing risk management and financial efficiencies is achieved. *Reconfiguration dictates the changes posed on region, even more so through TTG. As the region reconfigures, resources will be managed and deployed as and when required.*	

	For accredited interventions there are Compliance (capturing the operational elements) and Clinical audits, as well as on site treatment management oversight to ensure clinical integrity. Data regarding the performance of accredited programme delivery sites is collated on a monthly basis in order to mitigate against risks associated with non delivery. For non accredited interventions, the National Interventions Directory (NID) is collated at Regional level on an annual basis. An annual review of the NID is undertaken to establish accuracy & consistency with the regional SLA and establishment annexes. A PSO 4350 panel is in place to regionally approve and quality assure non-accredited interventions. A review cycle is established to ensure that across the year each prison's proposed non accredited interventions are reviewed. ;	
4. Ensure delivery is matched to population, purpose and NOMS outcomes	**4 (a) Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they will deliver the greatest outcomes for investment.** Greater London will utilise a range of services to address the need of its prisoners through accredited OBPs, non-accredited interventions which utilise methods and content shown by evidence and research to reduce re-offending (recorded on and supported by the NID/PSO 4350 process) and other psychological interventions which are carried out by Greater London Psychological Services staff. Both the available segmentation data and local data and knowledge sources are being utilised to best target these resources across the region. With regard to rehabilitation services, the data has been used to identify where cohorts of high need prisoners are located. Factors such as OGRS scores, offence types, OVP and OSP scores have been used to evidence levels and types of need. Information provided on the length of time left to serve of those offenders has also been taken into account when considering how best to and what to deliver in terms of rehabilitation services. In the Greater London region priority for services and service provision will be largely targeted towards sexual and violent offenders (SOTP Core and HSP, Resolve and TSP), offenders with the need to address domestic violence/abuse (HRP) and the highest risk and most complex female	

	offenders (DTC at Send). Also currently under development is provision for Personality Disordered offenders, both male and female, in the PIPE at Send and the Violent and Disruptive Prisoners intervention which is currently being designed for implementation at Pentonville. There is also provision for those offenders closer to release (FOR), in recognition of some Greater London prisons having greater resettlement functions. Similarly, case and risk management of offenders is prioritised in terms of levels and complexity of risk and need and offence types clearly linked to risk of harm. Effective case management will enable staff to assess and work with prisoners in order to ensure that their needs are identified appropriately (via OASys and other assessments, such as RM2000). Where need is identified but cannot be met either within the prison or within region, staff will use case management procedures to appropriately recommend how needs will be met and will work towards transferring prisoners to more suitable establishments. Appropriate case and risk management procedures and methods link clearly with the rehabilitation services offered in Greater London. Where specialist assessments of need and risk are required, these will be accessed via appropriate sources, such as Greater London Psychological Services.	
	4 (b) Ensure the use of custodial capacity delivers the most cost-effective configuration of places and meets the MOJ's strategic requirements and the needs of co-commissioning and delivery partners whilst reducing cost. Transforming Rehabilitation will result in most of the London prison becoming resettlement prisons (see 3.5) and we will work closely with CRCs to deliver through the gate services where anticipated. Again, the impact of these changes are unknown, population reconfiguration proposals have been referred to in an attempt to align expected changes. Transforming Rehabilitation Services will include an Increase in the number of prisoners being received at the end of their sentences for local resettlement. The main consideration for the Greater London Reconfiguration Project is to make sure we can get *"the right prisoner, in the right establishment, in the most*	

	appropriate timeframe to give offenders access to a suitable level of services which would help to promote progression through the system". Within this, the Transforming Rehabilitation Programme requires Greater London prisons to hold 80% of offenders in the last 3 months of their sentence in their home CPA, in one of 70 resettlement prisons, (11 in Greater London) by October 2014. It is anticipated that this can be achieved by setting appropriate allocation criteria for all establishments, delivered by PMU/ establishment OCAs and reallocation of the misaligned population. Proposals within Greater London includes (see flow charts also overleaf) the unblocking Cat Bs from locals (approx. 289, incl. 85 in Belmarsh) the re-role of Downview to Male Cat C, to unblock the 12-4yr sentenced prisoners from locals (c. 1015) and replace with under 12 months resettlement; to unblock the +4yr sentenced prisoners from locals (c. 712) and replace with under 12 months resettlement and realign population to home regions/CPA.	
5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes	**5 (a) Individual needs and characteristics are effectively identified, assessed for significance and monitored.** Greater London will work to adopt a standardised approach to the identification of offender's individual needs and protected characteristics, this will be based on the provision of early detection through diagnostic testing of every offender - identification and assessment of individual need within the first days in custody will include equalities questionnaires, healthcare screening, education assessments, safer custody and cell sharing risk assessments. Greater London will work with partners to recognise any additional needs of the population and with them plan the provision accordingly, maximising any external funding opportunities to support the additional need. Standard approach in Reception: All prisoners will be assessed by Healthcare staff and officers and initial screening will be used to identify prisoners with immediate needs, e.g. • Offenders with mental / physical health and learning difficulties;	

	• Offenders who pose a risk to others using the Cell Share Risk Assessment; • Offenders at risk from suicide or self harm; • Foreign national prisoners who require telephone translation services via the national contract; • Offenders requiring segregation for their own protection; • Offenders requiring a Personal Evacuation Escape Plan due to a disability. Data on all protected characteristics will be collected where possible from prisoners and recorded on PNomis. This informs the outcomes of any monitoring tools used and ensures the completeness and accuracy of any data shared. Greater London will monitor *need* at a number of levels. Individual needs are monitored through standardised plans such as the OASys sentence plan, ACCT plans, Care plans and Individual learner plans. In addition we monitor the needs of our populations in order to ensure that appropriate services and interventions are in place and to ensure that particular characteristics are not discriminated against. Information will then be shared as per national policy so that risk can be managed by staff and managers and so that suitable support can be given to offenders. In addition, Greater London recognise that because HMP Wandsworth, HMP Pentonville, HMP High Down and HMP Wormwood Scrubs have a local function that there will be a number of offenders potentially arriving with unidentified learning disabilities and mental health problems. To meet this need we have additional screening and assessment arrangements in place. At HMP Pentonville they are currently developing and designing an intervention for violent and disruptive prisoners as part of the Personality Disorder pathway. This is with a view to being operational by 1st April 2014. The intervention aims to address the needs of prisoners exhibiting the most violent behaviours, which are disruptive to the prison regime and to provide a multi-disciplinary approach to managing challenging behaviour. This intervention is co-commissioned through NOMS and NHS.	

	Protected Characteristics has historically been more difficult to capture and data has been sporadic depending on the openness of the offender, however we do know that the use of peer support is particularly effective when declaration of such information is given. Race, religion, gender and nationality have historically high levels of recording; work has been done to improve coverage of sexual orientation and disability data. Establishments within Greater London will be encouraged to record such data early in custody (reception or induction). **5 (b) Information on individual need and characteristics is used to sequence and adapt service to individual need**. Greater London will work to adopt a standardised approach to the sequencing of offenders' individual needs and protected characteristics; this will be based on the provision of early detection through diagnostic testing of every offender. We recognise that many offenders will require access to specific services before part or all of their risk factors can be effectively tackled. The generic needs analysis at each prison will ensure that the sequence of services is used to support the services to maximise the outcomes. We will work with partners to recognise any additional needs of the population and with them plan the provision accordingly, maximising any external funding opportunities to support the additional need. Protected Characteristics has historically been more difficult to capture and data has been sporadic depending on the openness of the offender, however we do know that the use of peer support is particularly effective when declaration of such information is given. *Race, religion, gender and nationality have historically high levels of recording; Work has been done to improve coverage of Sexual orientation and disability data. Establishments within Greater London will be encouraged to record such data early in custody (reception or induction).* The information gathered will allow for a 'tailoring' of service via sequencing, resulting in the most effective intervention type and style being delivered to each offender. Offenders with diagnosed LDDs will remain supported during all programmes/Interventions and the strength of the support required will be facilitated through the designated Additional Learning Support (ALS) team and tutorial provision. *Pastoral care will also factor strongly with referrals to the Chaplaincy*	

	team. Establishment Equality impact assessments will be scheduled and monitored via the Regional Assurance Manager. This will review how services and risk management activity will be sequenced and adapted in order to meet individual needs and to maximise the benefit of those services locally offered to offenders. The IAs will also examine regime design, communication styles, how any reasonable adjustments required by the law will be implemented and how individual needs and characteristics are effectively identified, assessed, and monitored to see whether any improvements can be made.	
6. Deliver priority national or specialist services	**6(a) Engage with existing local structures and ensure that training and awareness is embedded among key staff groups, in order to deliver on the identification, assessment and management of extremist offenders. Ensure referral, where appropriate, to interventions (including Channel), structured assessment (including Extremism Risk Guidance (ERG22+) and structured interventions including (Healthy Identity Intervention (HII)) and within prisons, faith-based programmes, (including Tarbiyah and Ibaana) according to offender risk and need.** Greater London region is committed to ensuring delivery and coordination through NOMS HQ resources. This work is supported by the Greater London DDC through a) intelligence gathering b) performance monitoring and management c) commitment to policy and its processes d) supporting training opportunities for staff. **6 (b) Deliver victim-offender conferences (Restorative Justice) where capacity exists, and develop partnerships and a supportive environment to enable delivery where in-house capacity does not exist.** Prisons within Greater London that have previously in 2013/2014 benefited from the NOMS RJ Grant Funded Programme and those that delivered conferences under the 2013/14 SLA will aim to offer delivery of victim-offender conferences. For other prisons within Greater London the regional team will provide support in developing (and implementing) a delivery plan during year one for the creation of a supportive environment which will enable delivery of victim-offender conferencing (RJ).	

	The plan will focus on developing;
	
	• Awareness of RJ amongst relevant staff groups
	• Partnerships with organisations and local commissioners to support delivery of RJ
	• Infrastructure to support delivery, including development of;
	  • a single point of contact for RJ
	  • agreed referral processes with partners
	  • processes which contribute to suitability and risk assessments
	  • appropriate gate procedures for entry into the prison of victims and other participants
	  appropriate rooms are available for the conference to take place
	  integration of RJ into sentence planning	

	6 (c) Ensure the efficient use of prison places through the development and implementation of local bail strategies and use of HDC for appropriate offenders , including making full use of Bail Accommodation and Support Service Greater London will ensure the efficient use of prison places through the development and implementation of local bail strategies and use of HDC for appropriate offenders, including making full use of Bail accommodation and Support Service's. Greater London will monitor referral and placement rates and trends to ensure these are in the expected range for respective prison remand populations and/ or HDC outputs. HUB Data will be examined and quality assured in discussion with Greater London Governors quarterly and improvement plans considered where placements fall substantially year on year below the average national change.	
	6 (d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners As part of the MTT benchmark process, Greater London will enable and encourage prisoners to fully engage in a regime which provides the best possible	

	access to purposeful activity and supports their participation in this, by maximising purposeful activity for prisoners in both industries and education, and seeking opportunities appropriate to the population at the time and use the employment market data to ensure that the likelihood of gaining employment or engaging in education on release is at its most. Greater London will continue to develop our commercial confidence and expertise in areas such as Industries, in cooperation with 131 Enterprise Solutions, and in contract management as the Rehabilitation Revolution moves forward. As part of the implementation of New Ways of Working all Phase 1 and 2 sites will deliver their agreed regime refresh and revised core day, which supports the development of a 'working week' for prisoners. In addition all sites will develop local growth plans which will seek to optimise use of existing workshop capacity. There is capacity for growth within Greater London. Greater London will continue to work with One3One closely during year one to explore all opportunities for growth. The Greater London Assurance Manager will monitor outputs and growth according to Metric CU095s with an objective to increase the number of prisoners working in prison and increase the amount of hours worked by prisoners. **(e) Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.** All London prisons are currently working to a national action plan which promotes increased use of video link technology to provide an optimum service to CJS partners. This will at a local level seek to develop more flexible approaches to explore how other stakeholders may benefit from video link and conferencing facilities. The ministerial strategy and action plan of 2013 promotes the wider use of video conferencing to support offender engagement with CJS and where possible community partners. Greater London with the HMCTS project board will seek to align with court demands, monitor utilisation and provide flexible and innovative solutions to improve usage.	

	Increased access will be required to support the implementation of Through The Gate and will be used more widely in the Offender Management process. All establishments with facilities have a Single Point of contact to promote their use, and ensure the provision of internal resources and address issues of double booking. Greater London Region will monitor regional establishment's implementation or progress against the NOMS Video Action Plan. Greater London Operations Manager (supported by the Regional Assurance Manager) will be the regional lead and will establish and maintain relationships with the relevant regional HMCTS HoC to enable joint working between prisons and courts. The region will support and develop working links with the regional Business Change Partner to support region wide improvement and will support /incentivise innovative establishment practice and business cases for expansion where appropriate or a priority.	

4.2 Regional Development Objectives

CI Title & No.	Development Objectives What do you want to achieve? What will be the measurable outcome, how will you achieve this and by when?	Where appropriate, name which establishment/s annex will provide further detail
1c, 1a, 1b	All prisons across Greater London will seek to ensure that the experience for both prisoners residing and staff working in our prisons are improved. This will be achieved through a focus on violence reduction (particularly in closed prisons) and the development of enabling environments in some prisons which will seek to enforce the importance of staff offender relationships as a basis for delivering real reductions in re-offending 'Every Contact Matters'. Success in this area will be monitored through MQPL and SQL in the first instance.	
2a	Partners and other providers have a positive impact on prisons beyond delivery of a service - integration of delivery by all providers is therefore vital in ensuring that we maximise investment and maximise outcomes for offenders. Recognising that the range and volume of partners with which we work is expanding, Greater London will ensure that by September 2014 prisons in region will review how they work with existing and new partners and providers (including by anticipating any changes as a result of Through the Gate) and create plans which describe how they will deliver: • A clear strategic vision for how services align to maximise outcomes and create an integrated, seamless offender management service (including a shared understanding of outcomes and priorities) • A clear agreed plan of how services sequence and compliment each other, providing continuity of services to offenders both within and across prisons (facilitating the needs of all providers and contractual partners to allow them to effectively deliver) • Leadership which actively enables and integrates services, where partnership working arrangements improve performance and aid resolution of issues • An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others • An agreement on how to safely use and share data and information Progress towards implementation of plans will be monitored at a local level during establishment	

	visits and at a regional level at regional meetings to ensure strategic oversight and effectiveness is maintained.	
6d	All establishments with workshop capacity will commit to maintain ***delivery*** of existing hours according to ACFs and will seek to optimise further growth. An agreed growth plan locally will demonstrate realistic increases in delivery over the next three years, identifying core markets for growth and investment required (taking into consideration staff recruitment and availability). Activity HUB - Governors of all sites will ensure effective allocation arrangements via the Activity HUB and monitor regime take up in work areas to ensure that offenders attend work. This will be supported by the use of IEP.	
4b	Greater London will support the reconfiguration review; to ensure the effective transition of the population in line with recommendations during 2014 to support the introduction of TTG arrangements. The effectiveness of population allocations (including high priority groups such as IPPs) will be reviewed quarterly by the Operations Manager in order to ensure progress and take corrective action where required.	All establishments
1d	Greater London will address the OASys Backlog across region through prioritisation, and will target resources to reduce backlog. This will ensure effective Risk Assessment arrangements are in place and support offender progression - particularly ROTL. Specifically sites with a Cat D population will ensure cross site Quality Assurance of Risk Assessment arrangements are in place (this will be monitored via the Regional Assurance Manager) and all sites will seek to reduce OASys backlogs and maintain improvements in the next three years.	All establishments

SECTION 5: ACCREDITED PROGRAMME PROVISION

A summary of the Accredited Programmes provided in the Region

Accredited Programmes Provided within the Region							
	PSP		PMP		REGIONAL TOTAL		
Name of accredited programme	**Number of agreed starts** (expected for 2014-15)	**Number of agreed completions** (planned total for 2014-15)	**Number of agreed starts** (expected for 2014-15)	**Number of agreed completions** (planned total for 2014-15)	**Number of agreed starts** (expected for 2014-15)	**Number of agreed completions** (planned total for 2014-15)	**Total National Volume (Completions)**
Programme Type: General							
Thinking Skills Programme **(TSP)**	290	261			290	261	3534
Focus on Resettlement **(FOR)**	140	126			140	126	444
Democratic Therapeutic Communities **(DTC)**	24	9			24	9	168
Total	**454**	**396**			**454**	**396**	
Programme Type: Violent							
Healthy Relationships Programme -High Intensity **(HRP-HI)**	8	7			8	7	137
Healthy Relationships Programme - Moderate Intensity **(HRP-MI)**	8	7			8	7	92
RESOLVE	20	18			20	18	1472

Total	**36**	**32**			**36**	**32**	
Programme Type: Sex Offender Treatment Programme (nationally commissioned)							
Core Sex Offender Treatment Programme **(C-SOTP)**	27	25			27	25	613
Healthy Sexual Functioning Programme (HSP)	2	2			2	2	43
Total	**29**	**27**			**29**	**27**	
Grand Total	**519**	**455**			**519**	**455**	

SECTION 6: NOTICE OF CHANGE PROCESS

This section describes the process by which material changes to this SLA are agreed by HMPS and the Commissioner.

6.1 Discretionary Changes

6.1.1 Either Party may propose a discretionary change.

6.1.2 In the first instance, the Party proposing the discretionary change will discuss the proposal with the other Party.

6.1.3 If they wish to proceed, the Party proposing the discretionary change will then prepare a Notice of Change (NoC) accompanied, where appropriate, by a business case (a NoC template and business case template/checklist are provided at Annex A) for the consideration by the Parties and any relevant internal and external stakeholders .

6.1.4 In considering the proposed NoC, the Commissioner and/or HMPS and any relevant internal and external stakeholders may request further details or clarification to enable them to consider the proposed change.

6.1.5 The Party receiving the proposed NoC will respond to the Party proposing the change in an appropriate and timely way.

6.1.6 Having considered the responses the Commissioner will decide to:

- Amend the SLA to include the proposed change, or;
- Modify the proposed NoC, or;
- Let the proposal lapse and take no further action.

6.1.7 The Commissioner will inform HMPS and any relevant internal and external stakeholders of the decision taken.

6.1.8 Where, after consultation, HMPS believes that a change will have a detrimental effect upon its delivery of the SLA and/or will result in additional costs above and beyond those provided for by NOMS; it may use the issue resolution process set out in Section 10. In this case, HMPS must start the issue resolution process within 10 working days of being notified of the Commissioner's decision to approve a change.

6.2 Mandatory Changes

6.2.1 Where the Commissioner considers a change to be mandatory it will notify HMPS, clearly stating that the change is a mandatory change.

6.2.2 Any changes which the Commissioner states are mandatory changes must be implemented by HMPS. Mandatory changes do not require agreement by HMPS and must be implemented by HMPS immediately on notification or by the date specified.

6.2.3 Where the mandatory change is considered by the Commissioner to have a material impact on the Service Requirements or the Annual Operating

Price, the Notice of Change process will be used.

6.2.4 Where HMPS believes that a mandatory change will have a detrimental effect upon itself, its delivery of the SLA and/or will result in additional costs above and beyond the Annual Operating Price, it may use the issues resolution process as set out in Section 10. In this case, HMPS must start the issue resolution process within 10 days of being notified of a mandatory change.

6.2.5 Whilst the issues resolution process is taking place, HMPS will still be required to comply with the requirements of the Mandatory Change.

6.3 Documenting changes

6.3.1 Both Parties will maintain a register of all NoCs issued, together with their outcomes and a summary of all changes agreed to the Service Requirements and/or the Annual Operating Price for audit trail purposes.

6.3.2 Where required, the Commissioner will be responsible for issuing updated and/or amended SLA documentation (in some cases it may suffice to append a signed copy of an agreed NoC to this SLA).

SECTION 7: RESPONSIBILITIES, TERMS & CONDITIONS

7.1 Responsibilities

7.1.1 HMPS agrees to provide the Services in accordance with the terms of this SLA.

7.1.2 In delivering the requirements of this SLA, HMPS shall comply with all relevant legislation, statutory and regulatory requirements (and any subsequent amendments, additions or deletions to such), and all mandatory content in applicable Prison Service Instructions

7.1.3 In delivering the requirements of this SLA, HMPS agrees to co-operate fully with NOMS to exchange experiences and good practices.

7.1.4 If, at any time after the commencement of this SLA, HMPS believes that it will not be able to meet the Service Requirements for whatever reason, it shall notify the Commissioner as soon as possible, providing details of the issue. Any material changes required as a result of the issue will be managed in accordance with the Notice of Change process set out at Section 6.

7.2 Delivery partners

7.2.1 HMPS shall work with the local community and with the voluntary and community sector, social enterprises, faith groups, private and statutory organisations and agencies and, in Wales, the Welsh Assembly Government, as well as national statutory partners to achieve the requirements of this SLA and to further both NOMS objectives and the objectives of partners.

7.2.2 HMPS may sub-contract another organisation to deliver the Services as

specified in the Establishment Local Annex. Restricted probation services and restricted services to the courts cannot, under legislation, be sub-contracted to non-public sector organisations. HMPS will remain accountable for the delivery of any sub-contracted Services and must notify the Commissioner of any delivery partners, under sub-contracting or other arrangements.

7.2.3 HMPS shall work to meet any requirements and obligations agreed and supported by the Commissioner under joint working arrangements with NOMS partners and providers of probation services (other than the Secretary of State.) This includes the sharing of information.

7.2.4 The Establishment will support the delivery of projects funded by the European Social Fund.

7.3 Service Definition

7.3.1 HMPS will deliver the outcomes and outputs in the applicable Service Specifications listed in the Establishment Local Annex. HMPS will deliver these services in accordance with the NOMS Statement of Vision and Values and subject to the Annual Operating Price.

7.3.2 As Service Specifications are introduced or updated, they will be introduced into the SLA though the Notice of Change process, except where the change introduced by the Service Specification(s) is not material.

7.3.3 HMPS will meet the SLA Delivery Requirement Levels set following negotiations with the Commissioner and documented on the NOMS Performance Hub.

7.3.4 Where there is a need to make material changes to the Service Requirements, HMPS and Commissioner will follow the Notice of Change process set out in Section Six. Such changes will reflect NOMS requirements and priorities, as well as any agreed recommendations arising from audit and inspection reports.

7.4 Audit, Assurance and Risk Management

7.4.1 The Establishment shall fully co-operate with any audits or reviews initiated by the Commissioner and provide evidence that any review findings are being addressed.

7.4.2 The Commissioner will, where possible, provide HMPS and the Establishment with reasonable notice of any audit or inspection it intends to initiate, but reserves the right to arrange for an audit or inspection to be conducted on any area at any time without prior notice.

7.4.3 Where any investigation is undertaken by a person or body empowered to conduct such investigation and/or proceedings, HMPS shall:

- Provide any information requested in the timescale allotted;
- Attend and permit members of the Establishment’s staff to attend any meetings as required;

- Allow itself and any member of the Establishment's staff to appear as witnesses in any ensuing proceedings;
- Co-operate fully and promptly in every way required by the person or body conducting such investigation during the course of that investigation and/or proceedings; and
- Ensure that its sub-contractors (including sub-contractors of any tier) fulfil the above responsibilities.

SECTION 8: MANAGING THE SLA

8.1 SLA Review Process

8.1.1 The SLA Review Process will be a proportionate review of delivery against this SLA and will be conducted in a manner and at a frequency determined by the Commissioner, largely relying on HMPS's internal assurance information and processes. Findings from the SLA Review Process will be made available to HMPS and may be shared with any relevant internal or external stakeholders.

8.1.2 Any formal meeting between the Commissioner and HMPS convened as part of the SLA Review Process shall be scheduled in advance wherever possible and both Parties will have the opportunity to involve others if necessary to ensure that issues can be addressed.

8.1.3 In addition to the aforementioned SLA Review Process, the Commissioner and HMPS shall agree, as necessary, meetings and visits to any site where Services are provided. This schedule may be reviewed and revised to reflect changes in HMPS's delivery against the SLA.

8.1.4 The Commissioner shall have access at all reasonable times to information pertaining to SLA delivery. In addition, HMPS shall support reasonable requests from the Commissioner for information about the Services as required from time to time, and shall despatch promptly to the Commissioner all other relevant information, including, but not limited to, first drafts of the following reports:

- Performance reports, including audit reports
- Her Majesty's Inspectorate of Prisons reports
- Prison and Probation Ombudsman reports
- Reports by the Office of the Surveillance Commissioner
- Reports by the Interception of Communications Commissioner's Office
- Any other reports into serious operational failures

8.1.5 HMPS will provide service cost information through the INview costing system (supported by MyDetail and Phoenix).

8.2 SLA Delivery Issues and Failures

8.2.1 In the first instance, the Commissioner and HMPS will seek to resolve any issues that may arise through bipartite discussion at the lowest appropriate level.

8.2.2 If an issue cannot be resolved at the lowest appropriate level between

Commissioner and HMPS it shall be escalated to line managers. If the issue is not resolved by escalation then it shall be managed in accordance with the Issues Resolution process detailed in Section Ten of this SLA.

8.2.3 Where the Commissioner is not satisfied with the actions taken by HMPS in response to identified delivery issues and/or failures, or it considers the issues and/or failures to be of a serious nature, it may use the Issues Resolution Process detailed in Section 10.

8.2.4 Without prejudice to any improvement action that may be under way under this agreement, NOMS reserves the right to take more immediate performance improvement action where serious deficiencies are identified or there is a repetition of the same issues.

8.2.5 Sustained failure to deliver could ultimately result in the Commissioner ceasing to commission the services at the Establishment from HMPS.

8.2.6 NOMS may take into consideration the performance of the Establishment from periods prior to the term of this SLA.

SECTION 9: FINANCIAL PROTOCOL

9.1 Financial Framework

9.1.1 HMPS shall meet the requirements of the delegated financial authority issued to the Governor on behalf of the NOMS CEO and comply with the requirements of HM Treasury's "Managing Public Money" document and NOMS financial controls and frameworks.

9.2 Principles of the Annual Operating Price and Funding Arrangements

9.2.1 The Annual Operating Price for this agreement will be the sum of the annual operating prices outlined in each local establishment annex for this region. Where the Annual Operating Price is subject to change which does not affect the delivery of the Service Requirements in this SLA, no Notice of Change is necessary.

9.2.2 The Establishment will receive funding for the financial year from NOMS, subject to the delegated financial authority issued to the Governing Governor on behalf of the NOMS Chief Executive.

SECTION 10: ISSUES RESOLUTION

10.1 Issues Resolution Process

10.1.1 The Parties shall seek to work together to resolve any issues (including any failure to agree a matter) that may arise under this SLA at the lowest appropriate level in a timely way, having regard for the objectives of NOMS. If an issue cannot be resolved at this level it shall be escalated to line managers.

10.1.2 If the Parties are unable to resolve an issue through line managers, either Party may invoke this process by notifying the other in writing and notifying the Secretary to the NOMS Commissioning and Commercial Sub-Committee

10.1.3 The Issue Resolution Process must be carried out in a timely manner, starting with an Issue Report, prepared by the Party which invoked the process, setting out:

- Name of the originator;
- Date the issue was first raised;
- Description of the issue (including any relevant evidence and history of similar problems);
- The implications of the issue, its severity and the degree of urgency;
- An estimate of the current and potential cost of the issue; and
- Work being undertaken to resolve the issue.

10.1.4 Within 10 working days of invoking the process, the Party which invoked the process will share the Issue Report with the other Party, who may add any additional comments to it before it is submitted to the NOMS Commissioning and Commercial Sub-Committee.

10.1.5 If a resolution is not achieved at the NOMS Commissioning and Commercial Sub-Committee, the matter will be referred to the NOMS Executive Management Committee for a final and binding decision.

10.1.6 For the avoidance of doubt, the rights and responsibilities of the Parties shall not cease due to any issue.

Annex A: Notice of Change and Business Case templates

NOTICE OF CHANGE (NoC)

Issued by: [Insert: Commissioner or Provider details]

In respect of: [name of Establishment]

Date of Issue:

Ref No: [Insert: Unique reference number in a format agreed by Commissioner and the Provider]

Title & Issue [Provide a relevant title for the **NoC** (including details of the subject and applicable date/period), a brief headline/outline description of the change proposed and state whether or not this NoC is mandatory. Where the **NoC** relates to a change of **SLA Delivery Requirement Level** this should be made clear and this document copied to Performance and Analysis Group]	
Change Required [Please provide full details of the proposed change(s) or refer to an attached document including the date from which it will be implemented.]	
Financial Implications: VALUE: £ In-year figure (£): n/a (assuming implemented on date specified above) Full year costs (£): n/a	[Please provide full details of the financial implications or refer to an attached document.]
Outcomes	[Please provide full details of the outcomes expected or refer to an attached document.]
Quality Implications:	[Please provide full details of quality implications]
Regional Implications:	[Please provide full details of any impact this proposed change would have at a regional level]

Issued		**Approved**	
Date:		Date:	
Signed:		Signed:	
Name:		Name:	
Position:		Position:	

Business Case template / checklist

Issue [Background to and purpose, including NOMS or sponsor for the change.]
Timing [Including any lead in time, details if implementation is to be phased.]
Cost [Any estimated cost implication.]
Scope of Work [The issue being considered including the provision of defined deliverables and timescales (what is to be delivered by when) - include the provision of any breakdown of goods and services to be provided including how its delivery is to be managed (contingency plan).]
Benefits [The benefits to be obtained (financial, intangible, skills transfer) and an assessment of the benefits against the cost of the project.]
Considerations [How implementation will be handled; the risks of not proceeding; other options that have been considered; availability of funding and approval.]
Special Issues [Any special issues for consideration.]