



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**

**West Midlands**

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## 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:

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

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<b>SLA Delivery Requirement Level</b>	The agreed level at which the output is expected to be delivered. The <b>Establishment's</b> performance will be monitored and assessed against this level.
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## 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 West Midlands.
- 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.

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### 2.2 Agreement

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): Luke Serjeant

Position: DDC West Midlands

Date: 25 March 2014

## SECTION 3: REGIONAL CUSTODIAL PROFILE

### 3.1 The Region

The West Midlands Region consists of 12 prisons, 3 of which are privately managed, and Long Lartin, separately managed as part of the High Security Estate.

Over the next 3 years, Public Sector prisons in the West Midlands region will develop a rehabilitative culture in order to deliver rehabilitative outcomes in partnership with other agencies, as well as a range of opportunities for growth and positive change. This will build on the implementation of a consistent benchmarking standard for different types of prison, and work to ensure a safe and decent environment for staff and offenders.

During 14/15, as part of the Transforming Rehabilitation Programme, Birmingham, Hewell, Dovegate, Oakwood, Featherstone and Stoke Heath are reconfiguring to provide an effective rehabilitative environment for resettlement activity. This will be delivered by new community rehabilitation companies for the relevant contract package areas. The Public Sector managed prisons will need to strengthen partnership working with new and existing partners over the next 3 years. We will need to improve our strategic approach to risk management across partnership agencies, and our awareness of the need to protect victims and potential victims.

Our Regional Drugs Dog Team will provide a co-ordinated intelligence led response to individual prisons, which has already proved to be effective in helping to tackle mobile phone and drugs availability.

The outcome of the review of the female estate will be taken forward in order to better meet the needs of these particular offender groups. There will be an increase in capacity for Drake Hall, and closer joint working and co-operation with Foston Hall and Styal will be established in order to improve the offender journey for female prisoners.

The review of the Young Persons' Estate has determined that HMYOI Werrington will continue to play a significant role. The focus at Werrington will be to respond proactively to the 2013 HMIP Report to ensure that the facility provides the best possible opportunities for young people to address relevant issues and prepare them appropriately for a return into the community.

West Midlands public sector prisons will continue to deliver interventions and services in a targeted way in order to drive down the rates of reoffending and to protect the public. We will keep the volume and type of offending behaviour programmes under review in order to maximise impact on reoffending for high/medium risk offenders. During 14/15 there will be a particular focus on increased capacity to deliver accredited programmes for high/medium risk violent offenders. There will also be a re-assessment of the need for and the method of delivery of all accredited programmes. In particular, there will be consideration of including a programme to tackle issues of domestic violence, in partnership with our commissioners.

During 14/15, Stafford will develop its role as a sex offender treatment site and work more collaboratively with Swinfen Hall. Hewell, Featherstone and Drake Hall will continue to perform a national function in the management of foreign national prisoners.

We will also improve access to a pathway of new and existing services for offenders with severe personality disorders at Swinfen Hall and Drake Hall, and the violent and disruptive prisoner's protocol at Brinsford.



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Public sector prisons psychological services will continue to act as a regional resource and provide the following core services:

1. Risk Assessments, including production of reports for Parole Directions and MAPPA 3 cases.
2. Delivery of high intensity programmes, associated assessment and specialist consultancy work
3. Support and consultancy services.

As part of our response to Commissioning Intentions from 2014 onwards, the DDC will continue to promote collaborative Alliance working amongst public sector prisons, to explore innovative ways of working together more effectively and to deliver better value for money. This collaborative approach is also offered to private prisons and Long Lartin, where it is in our joint interest to work together more closely and effectively, with a regional offender transfers protocol already in place.

In a changing landscape, some of our key regional development objectives will be taken forward by co-ordinated work between prisons, commissioners and partner agencies. One example of this is the need to ensure that with an ageing offender population, health and social care within prisons is integrated with that delivered in the community, with greater emphasis placed on through the gate services, as part of the wider reorganisation of offender resettlement services.

We will strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment, increasing work capacity across our prisons.

### 3.2 West Midlands Prison population

At the end of June 2013 the number of offenders in prisons in the West Midlands was 9421. This figure includes 4124 offenders from other regions, including 967 from the North West, 799 from the East Midlands and 631 from Wales. There were 2616 prisoners from the West Midlands in prisons in other regions including 1165 in the East Midlands, 348 in the North West and 240 in the South West.

In the region there were 3983 prisoners held in the three privately run establishments: HMP Birmingham and HMP Dovegate and HMP Oakwood. HMP Long Lartin holds a population of Category A and B prisoners and is managed within the High Security Estate.

Region	Offenders from WM in prisons in other regions	Offenders from other regions in WM prisons
East Midlands	1165	799
East of England	151	138
Greater London	80	476
Kent and Sussex	68	69
North East	74	49
North West	348	967
South Central	181	127
South West	240	449
Wales	80	631
Yorkshire and Humberside	229	241
Total	2616	4124 (Inc 178 blank)

At June 2013 there were 8543 adult prisoners in prisons in the West Midlands, 780 Young Offenders and 98 Juveniles. Of the 8264 adult males, 20% were serving sentences of less than twelve months (including those on remand), 27% were serving 12 months to 4 years and 53% were serving 4 years and over (including IPP and Life sentenced prisoners). Of the 776 male young offenders in the region 18% were serving sentences of less than twelve months, 37% were serving 12 months to 4 years and 45% more than 4 years.

There were 283 female offenders in HMP Drake Hall, 3% serving sentences of less than twelve months, 33% were serving 12 months to 4 years and 64% were serving more than 4 years. This compares to 20% of male prisoners serving less than twelve months in prisons in the rest of the West Midlands prison estate. HMP Drake Hall was also holding 4 Young Offenders.

### 3.3 Regional Segmentation Profile

The Segmentation data was taken as a snapshot on 31<sup>st</sup> March 2013. Segmentation data is compiled from P-NOMIS extract as used for prison population statistics and Police National Computer Research Database. This does not represent the whole population as it excludes non-criminal prisoners, young people (< 18), unsentenced and those without a valid PNC record.

The segmentation data is a profile of the West Midlands region, which includes 7 Public Sector Prisons (including 1 female establishment), 1 High Security Prison, 1 Young Persons (under 18) and 3 privately managed prisons.

Nationally there were 66,866 offenders within the segmentation data cohort. (12%) 8,159 offenders were identified within the segmentation data as being within West Midlands Prisons. When reviewing risk of reoffending (OGRS) data regionally:

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- 22% were low risk (0-24) of re-offending,
- 22% were medium risk of re-offending (OGRS 25-49)
- 35% were high risk of re-offending (OGRS 50-74)
- 19% were very high risk of re-offending (OGRS 75-89)
- 2% whose risk of re-offending was prolific (OGRS 90-100)

Those offenders whom are high risk of re-offending are the most prevalent group within this region. The 22% of offenders whom are low risk of re-offending generally would not require services beyond those described as Core, however within this group are 133 sexual offenders who are identified as high risk reoffending and 22 as very high risk of sexual reoffending on the OSP. The risk of reoffending levels within the West Midlands region were broadly representative of the national profile, only those with a low risk of reoffending were 3% lower than the national profile and high risk of reoffending offenders were 3% higher in region than the national profile.

When the data was analysed to identify the main offence types within the cohort:

- 36% of offenders in the region were violent offenders
- 20% of offenders had an acquisitive offence
- 13% of the regions offenders were sexual offenders
- 13% were convicted of Robbery
- 13% had a Drugs offence
- 2% had motoring as their main offence
- 3% had an offence classified as 'Other'

Violent and Acquisitive Offenders are the most prevalent groups within this region. When reviewing the levels of each offence type against the national picture again the figures are generally representative, only those with offences of robbery were 2% higher in the region than the national profile.

The data was analysed to identify the sentence lengths of those held within the geographical region:

- 37% had a sentence length of 4 years or more (determinate sentence)
- 28% serving between 1-4 years.
- 19% had an indeterminate sentence.
- 10% of the offenders had 12 months or less to serve
- 7% of offenders were identified as recalls.

Time left to serve data shows (excluding ISPs, Recalls, unsentenced, non-criminal and young people (<18)):

- 5945 offenders in the region with an identified sentence end date
- 39% of these offenders had <6 months left to serve
- 22% had between 1 and 2 years left to serve
- 20% had between 6 months and 1 year remaining on their sentence
- 16% had between 2 and 5 years left of their sentence
- 3% had 5 or more years of time remaining to serve

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The risk of violent reoffending assessment (OVP) data was analysed for the 2910 offenders identified as having violence as their main offence, including criminal damage and public order offences only (excluding ISPs, Recalls, unsentenced, non-criminal and young people (<18)).

- 25% were identified with a low risk of violent re-offending (OVP 0-29) and
- 39% scored a medium risk of violent reoffending (OVP 30-59);
- 16% were high risk of violent re-offending (OVP 60-79)
- 2% at very high risk of violent re-offending (OVP 80-99).
- 18% of the offenders with a violent offence had no valid OASys assessment.

There is also some national data analysis on the level of Domestic Violence offending within the violent offenders group. In Prisons, nationally, 16% of violent offenders are a current Domestic Violent perpetrator. 27% are perpetrators at some other time for Domestic violence, leaving 57% whom are not Domestic Violent perpetrators. On this basis up to 1251 offenders in the West Midlands region may be a Domestic Violence perpetrator currently or at some other time. It is important to note that there may be additional offenders whom are or have been a domestic violence perpetrator which is not part of their index offence.

When reviewing how much time these Violent offenders had left to serve, 12% (188) had a medium or higher risk of violent reoffending with 2 or more years left to serve on their sentence.

The OSP score is an OASys sexual offence risk tool and segmentation data provides an overview of those offenders identified with having a sexual index offence. 1083 offenders were reviewed for their risk of re-offending (with a current sexual offence including those with a sexual motivation /element which are not statutory sexual offences only and excludes unsentenced, non-criminal and young people (<18)):

- 27% of offenders with a sexual offence had low risk of sexual reoffending (OSP score 0-11)
- 27% of these offenders were identified as medium risk of sexual re-offending (OSP score 12-14),
- 28% were high risk of sexual reoffending (OSP score 15-17).
- 18% had a very high risk of sexual reoffending (OSP score of 18-32).

23% (186) of the sexual offenders within the West Midlands geographical region had an OSP of medium or higher and had 2 or more years left to serve.

This Regional Profile provides an overview of the population segments within the region. The response to 4.1 Commissioning Intentions, 4.2 Development Objectives and Section 5 Accredited Programme Provision details how the West Midlands region will address the needs of the offender groups in more detail. Specifically the region will use segmentation data to inform strategies for each segment of offenders which will be developed in 14-15. The strategies will be developed and driven at a regional level and will involve the DDC office and Governors from the region, Commissioners, Regional Psychology and the Population Reconfiguration lead.

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3.4 Custodial Provision in the Region:

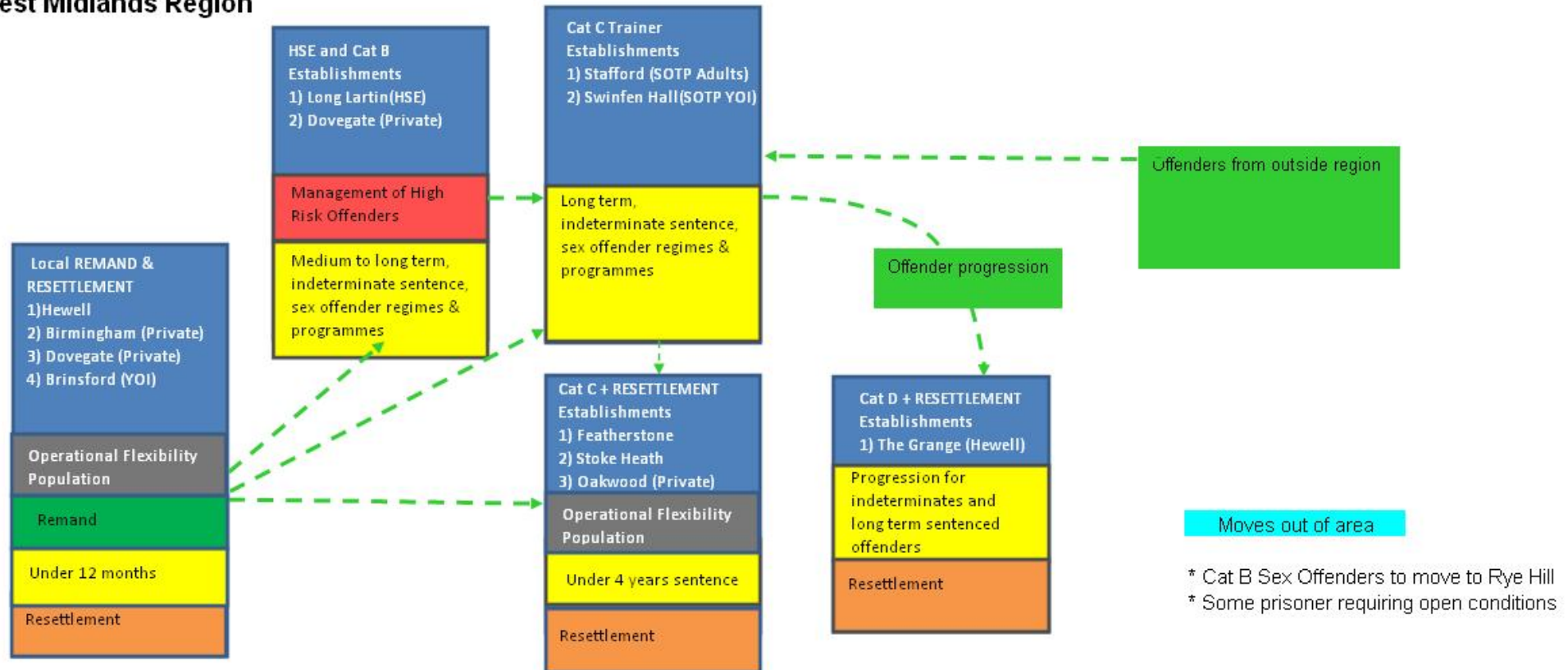
Name	Security Cat	Population: Male/Female/YO/Young Person	Size (Op cap)	Specialist/ National Function	PSP Annex to SLA (yes/no)
Birmingham	B	Male <b>(including local function)</b>	1450	No	No
Brinsford	Closed	YO <b>(including local function)</b>	577	No	Yes
Dovegate	B	Male <b>(including local function)</b>	1070	TC	No
Drake Hall	Closed	Female/YO	315	FNP & Resettlement	Yes
Featherstone	C	Male	687	UKBA Spoke	Yes
Hewell	B D Op cap	Male <b>(including local function)</b>	1084 187 1271	UKBA Hub & Resettlement Unit	Yes
Long Lartin	A	Male	628	Detainee Unit & 2 CSC cells	No
Oakwood	C	Male	1605	SO's & Non-VP ISP's	No
Stafford	C	Male	741	SOTP	Yes
Stoke Heath	C D Op cap	Male/YO <b>(including local function)</b>  (temp wing refurb)	626 16 642	No	Yes
Swinfen Hall	C/Closed	Male/YO (temp wing refurb)	594	SOTP	Yes
Werrington	Closed	Young Person	162	No	No

### 3.5 Resettlement Prisons

Name	Contract Package Area (CPA) – Lot
Birmingham	9 - Staffordshire and West Midlands
Brinsford	9 - Staffordshire and West Midlands
Featherstone	12 - West Mercia & Warwickshire
Hewell	9 - Staffordshire and West Midlands shared with 12 - West Mercia & Warwickshire
Oakwood	9 – West Midlands
Stoke Heath	11 - North Wales, Dyfed-Powys, South Wales & Gwent
Dovegate	9-Staffordshire and West Midlands

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

#### West Midlands Region



## 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 will provide further detail
<p>1. Enhance public protection and ensure a safe, decent environment and rehabilitative culture</p>	<p>1(a) Public sector prisons in the West Midlands region will all aim to provide an enabling environment within their prison, by provision of the features of a rehabilitative prison to deliver rehabilitative outcomes in partnership with other agencies, as well as a range of opportunities for growth and positive change.</p> <div data-bbox="331 840 1177 1467"> <p><b>The features of a rehabilitative prison – A hierarchy</b></p> <p>Ministry of JUSTICE Prison and Probation Management Centre</p> </div> <p>1(b) Public sector prisons in the West Midlands region to work to continuously to improve multi-disciplinary staff/offender engagement, as evidenced by MQPL, SQL, staff engagement surveys/briefings and prisoner forums.</p> <ul style="list-style-type: none"> <li>• Monitor trends locally and regionally</li> </ul> <p>To work collaboratively to support training for frontline staff and SMT which is evidenced as providing a particular set of skills to use with offenders that impacts on reoffending, and collect evidence to show that staff interactions with offenders are meaningful, consistent and constructive: tackling attitudes; teaching problem solving and perspective taking; leading by example, rewarding progress; giving hope; getting things done; and making every conversation count. SMT/managers to act as role models to staff, set standards for staff interactions through their own behaviour, and agree with managers how these standards can be monitored.</p>	<p>1(a) All West Midlands public sector prisons yr1,2,&amp;3</p> <p>Regional Development objective Yr1, Yr2, Yr3</p> <p>1(b) All West Midlands public sector prisons yr1,2,&amp;3</p> <p>Regional Development objective Yr1, Yr2, Yr3</p>

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	<p>1(c) Efforts are made to ensure offenders experience the environment as safe.</p> <ul style="list-style-type: none"> <li>• This is a building block of our strategic plan for delivering rehabilitative outcomes(see above) Monitor trends locally and regionally as evidenced by prisoner surveys, MQPL, Safety Audits, HMIP-Safety, Violence metric</li> <li>• Implement new policy and guidance in 14/15 as an outcome of the review of the management of violence project.</li> </ul> <p>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.</p> <ul style="list-style-type: none"> <li>• All public sector prisons will comply with the 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 are kept up to date in line with current policy.</li> </ul> <p>1(e) Intelligence is gathered, developed and shared in a safe and timely manner.</p> <ul style="list-style-type: none"> <li>• All public sector prisons will comply with the 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 are kept up to date in line with current policy.</li> </ul> <p>1(f) The availability of drugs and mobile phones in prisons is tackled.</p> <ul style="list-style-type: none"> <li>• All public sector prisons will comply with the 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 are kept up to date in line with current policy.</li> </ul> <p>1(g) Prisoners are prevented from continuing criminality from prison.</p> <ul style="list-style-type: none"> <li>• All public sector prisons will comply with the 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 are kept up to date in line with current policy.</li> </ul>	<p>1(c) All West Midlands public sector prisons yr1,2,&amp;3</p> <p>Regional Development objective Yr1, Yr2, Yr3</p> <p>1(d) All West Midlands public sector prisons yr1,2,&amp;3</p> <p>1(e) All West Midlands public sector prisons yr1,2,&amp;3</p> <p>1(f) All public sector prisons yr1,2,&amp;3</p> <p>1(g) All public sector prisons yr1,2,&amp;3</p>
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	<p>2(a) As the range and volume of partners we work with expands, there is a need to review with each prison, evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders. Each prison will review how they work with existing and new partners and providers, anticipating any changes as a result of Through the Gate, and produce a plan by 30th September.</p> <p>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.</p> <ul style="list-style-type: none"> <li>• Continue regional/local forums to monitor progress/improve practice with key regional work programme providers</li> <li>• Work locally/regionally /nationally with NOMS policy lead to increase the number of DWP staff in prisons, as roll out of both Transforming Rehabilitation and Universal Credit takes place.</li> </ul> <p>2(c) We are working work with NHS England and Public Health England to provide strategic direction around health and substance misuse outcomes for prisoners in the West Midlands region through the operation of a well established Strategic Health Partnership Board. We are prioritising engagement by establishments in retendering activity across prisons/prison clusters by engagement of senior staff, working with NOMS co-commissioners and jointly supporting development of appropriate Health Needs Assessments. We are also prioritising the refresh of Local Delivery Agreements between establishments and providers of health and substance misuse services in line with the revised National Partnership Agreement through Local Delivery Board arrangements. We will prioritise strategic efforts across the region to reduce the supply of drugs and alcohol into prisons and the diversion of prescribed medication through ensuring appropriate sharing of information and intelligence within establishments.</p> <p>2(d) Work with Local Authorities to ensure that all 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.</p> <ul style="list-style-type: none"> <li>• Work is being carried out to identify lead prisons for each relevant LA, with co-ordinated work between prisons, commissioners and LA to discuss what provision is in place /required to meet care and support needs, and how urgent needs for care and support will be met in 2014/15.(Joint actions are conditional upon a positive response from each LA.)</li> <li>• Capital funding bid for Stafford to support the development of social care cells, to give social care cells provision within the West Midlands region for their specialist(SOTP) population, and capital bids for some other prisons anticipated</li> </ul>	<p>2(a), All public sector prisons yr1,2,&amp;3 Regional Development objective Yr1</p> <p>2(b), All public sector prisons Yr1&amp; increasingly resettlement prisons yr 2&amp;3  Regional Development objective Yr1,Yr2</p> <p>2(c), All public sector prisons yr1,2,&amp;3  Regional Development objective Yr1,Yr2,Yr3</p> <p>2(d) All public sector prisons yr1,2,&amp;3  Regional Development objective Yr1,Yr2,Yr3</p>
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	<p>2(e) Work with Local Authorities to promote inclusion of and maximise benefits to offenders families.</p> <p>We recognise that a supportive and pro-social family / marital relationships are one of the key factors linked to desistance. Work in this area has been led by Stafford prison, and they will share learning to assist other prisons, who will all have a named individual, with responsibility for promoting this work.</p> <p>All prisons, but increasingly resettlement prisons, female and YOI prisons will establish relationships with our Local Authorities (with named contacts) and a shared delivery plan (which includes sharing aggregate and individual data to identify families meeting the Troubled Families programme criteria).</p> <p>Prisons will attempt to offer the LA an enabling environment to improve interventions and services for offenders and their families generally, seeking to enhance these where appropriate, and in response to offender need over the SLA period, subject to partner funding.</p> <p>2(f) The West Midlands will continue to support the delivery of the NHS/NOMS offender personality disorder strategy and the Government's intentions described in the Offender Personality Disorder consultation response published by the Department of Health on 21<sup>st</sup> October 2011.</p> <p>2(g) Align services with 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. Existing mechanisms include a regional OLASS Board, involving the Skills Funding Agency, Cluster lead Governors, Cluster lead Heads of Learning and Skills, Commissioner, provider (Milton Keynes) and chaired by Deputy Director of Custody (DDC). The Board works in partnership to ensure flexibility of learning delivery and funding allocation, based on evidence of need, with robust performance monitoring in place.</p> <p>2 (h) Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.</p> <p>2(i) Continue to work with the Welsh Government and its devolved agencies to ensure alignment between offender services directly commissioned by NOMS and the Welsh Government's devolved responsibilities, to maximise outcomes for offenders, their families and local communities.</p>	<p>2(e) All prisons yr1 Resettlement prisons, female prison/YOI Yr 2&amp;3</p> <p>Regional Development objective Yr1,2&amp;3</p> <p>2(f) Swinfen Hall Drake Hall Brinsford yr1,2,&amp;3</p> <p>2(g) Public sector prisons-all yr1,2,&amp;3</p> <p>Regional Development objective Yr1,2&amp;3</p> <p>2(h) All prisons yr1, but increasingly focused on resettlement prisons,yr2&amp;3</p> <p>2(i) Stoke Heath yr1,2,&amp;3</p>
3. Deliver an efficient, quality	3 (a) Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment, for both accredited and non-accredited interventions. This includes targeting	3(a) All public sector prisons

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service	<p>factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.</p> <ul style="list-style-type: none"> <li>Based on an independent analysis of the likelihood of reconviction, including sexual (OSP) or violent re-conviction (OVP) scores and using 5 segment bands, our approach across West Midlands public sector prisons is to target interventions and services on those offenders it is most likely to impact on, using factors shown to be related to reducing re-offending, particularly those in Table 1 of the evidence and segmentation document, relating to risk, offence type or needs.</li> <li>Table 5 sets out the accredited programmes that will be delivered across the West Midlands region, and includes provision for high /medium risk violent offenders, to meet a previous identified gap in provision. A further regional need analysis will be carried out in 14/15 to evidence any changes in need /evidence for a domestic violence course for perpetrators of this offence.</li> <li>We will also review with commissioners the need to introduce Focus on Resettlement, accredited programme in 15/16, in order to provide an appropriate rehabilitative environment for Stoke Heath and Featherstone to meet the resettlement needs of offenders, as they reconfigure to Resettlement Prisons during 14/15.</li> <li>HMP Stafford will reconfigure to a specialist sex offender treatment site during 14/15, with the regional needs analysis to help establish accredited programme needs of this specialist group.</li> <li>HMP/YOI Swinfen Hall will prepare for delivery of high intensity self change programme for high risk violent offenders during 14/15, and support the delivery of the DH/NOMS offender personality disorder strategy.</li> <li>HMP/YOI Stoke Heath and HMP Featherstone will start delivery of Resolve to meet the needs of medium risk violent offenders during 14/15, subject to availability of training places.</li> <li>HMYOI Brinsford will work to introduce the delivery of the violent and disruptive prisoner's protocol, commissioned through the DH/NOMS offender personality disorder strategy.</li> <li>Each prison will review <u>the type</u> of strategies it employs, and the services and interventions it offers to ensure that the approaches being used are ones which are effective with the type of offenders that receive them, and that <u>the factors</u> being targeted for change are related to desistance, reduced reoffending and public protection, or a reduction in harmful institutional behaviour.</li> </ul> <p>3(b) Have robust quality assurance processes in place to ensure offender services are</p> <ul style="list-style-type: none"> <li>delivered as they are intended (i.e. with integrity and as planned and designed) and that they are effective</li> <li>existing quality assurance processes will inform delivery of offenders services</li> <li>has a comprehensive Assurance Framework that covers all areas</li> </ul>	<p>yr1,2,&amp;3</p> <p>Regional Development objective Yr1,</p> <p>Stoke Heath /Featherstone Yr2</p> <p>Stafford</p> <p>Yr1</p> <p>Swinfen Hall Yr1,2&amp;3</p> <p>Stoke Heath /Featherstone Yr1</p> <p>3(b) All public sector prisons yr1,2,&amp;3</p>
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	<p>of delivery and enables us to assess performance, identify areas for improvement and provide evidence to interested parties on quality of delivery and defensible use of resources.</p> <p><b>Each prison has an internal Assurance Framework which consists of but is not limited to:</b></p> <ul style="list-style-type: none"> <li>• Delivery against Service Delivery Indicators (SDI's) and internally set monitoring targets (Management Information) – Remedial Actions directed, agreed and discussed at SMT where appropriate and disseminated out.</li> <li>• Action Plan Completion – Self Audit, Functional, HMIP, External Audit, Programmes Audit etc – Assurances given through direct reporting to Region, the Governor and SMT.</li> <li>• Audit – <b>Self Audit</b> (Action agreed by standard owner), <b>Internal Audit/Inspection</b> (Actions agreed by functional head/directed by Governor), <b>National Systems Audit</b> (local processes reviewed and remedial action taken where necessary – e.g. Payment Plus, Use of Force), <b>Audit and Corporate Assurance</b> (Governor agrees Action plan with Functional Lead and progress is formally reported back).</li> <li>• HMIP – expectations and progress against recommendations accepted in Action Plan.</li> <li>• Assurance against Specifications (including all PSI Required Actions) – SBC Programme surrounds both Cost and Delivery.</li> <li>• MQPL – Performance is monitored through Trainee Consultation (You Said/We Did) and specific actions surrounding issues raised – Task and Finish Group in existence.</li> <li>• Risk Register – Risks are allocated to owners – feedback is given at SMT – formal Risk Reviews take place quarterly and following a significant event.</li> <li>• National Training Requirements completed – Information Assurance, Fire Safety etc.</li> <li>• Internal Quality Assurance Frameworks pertaining to specific Service Delivery Elements e.g. Programme Delivery, Learning and Skills Delivery, Healthcare Services.</li> <li>• Contract Management and Monitoring Forums in place in respect of all Commissioned Services.</li> </ul>	
<p>4. Ensure delivery is matched to population, purpose and NOMS outcomes</p> <p>Low likelihood of any reconviction: OGRS 0-24%</p> <p>Medium likelihood of any reconviction: OGRS 25-49%</p> <p>High and very high likelihood of any reconviction: OGRS 50-74% and OGRS 75-89%</p>	<p>4(a) Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they deliver the greatest outcomes for investment.</p> <ul style="list-style-type: none"> <li>• All offenders, regardless of OGRS band should have access to the core rehabilitative offer (set out in the Rehabilitation Services in Custody Specification).</li> <li>• In general, in order to meet NOMS' priority outcomes, services that contribute to reducing reoffending or protecting the public and that go beyond the core rehabilitative offer, should be targeted according to risk.</li> <li>• Offenders with a low likelihood of any reconviction are unlikely to benefit from additional rehabilitative interventions and services and higher levels of case management, and in some circumstances these can be damaging. So investment in offenders in this OGRS band should simply ensure that core services are in place.</li> <li>• Offenders in this risk band are likely to benefit to some extent from higher levels of case management and additional rehabilitative services. However in the context of restricted resources they are not a priority group.</li> </ul>	<p>4(a) All public sector prisons yr1,2,&amp;3</p>

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<p><b>Extremely high likelihood of any reconviction (prolific offenders):</b> OGRS 90-100%</p>	<ul style="list-style-type: none"> <li>• Offenders at high and very high likelihood of any reconviction benefit from additional rehabilitative services and interventions, and high levels of structured case management.</li> <li>• Offenders in this risk band are very likely to reoffend but their offences are frequently acquisitive rather than violent. Men in this risk band tend to be convicted particularly of theft and shoplifting. Women in this risk band tend to be convicted of shoplifting. Those serving prison sentences of less than 12 months have particularly high concentrations of offenders in this risk band.</li> <li>• Every public sector prison in the West Midlands will offer accredited programmes based on evidence of need, and this approach has been used to increase capacity to deliver accredited programmes for high/medium risk violent offenders at Featherstone, Stafford, and Stoke Heath, and Swinfen Hall, using the risk of violent reoffending assessment (OVP) data. Two accredited programmes are offered to women offenders, based on evidence of need, with Drake Hall continuing to work closely with Foston Hall and Styal. Brinsford will work to introduce the delivery of the violent and disruptive prisoner's protocol, and two accredited programmes are provided for Young offenders, with opportunities for those serving longer sentences to access a wider range of accredited programmes at Swinfen Hall, where personality disorder work is also under development, and there are plans to introduce SCP.</li> <li>• As part of the national strategy, HMP Stafford will reconfigure to a specialist sex offender treatment site during 14/15, with Oakwood identified as the planned sex offender support site, with the bulk of sex offenders from the West Midlands to be held in the region. Swinfen Hall acts as a national sex offender treatment site for young adults and older Cat C offenders under the age of 25, with potential progression route to Oakwood or Stafford if they have further treatment needs.</li> </ul> <p>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.</p> <ul style="list-style-type: none"> <li>• We will implement the regional outcomes of the Reconfiguration Project for both resettlement and non-resettlement prisons.</li> </ul>	<p>4(b) All public sector prisons yr 1</p>
<p><b>5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes for offenders</b></p>	<p>5(a) All prisons will ensure relevant individual needs and characteristics are effectively identified, assessed, and monitored. This information will be shared appropriately, proactively and sensitively across the organisation, and with delivery partners.</p> <ul style="list-style-type: none"> <li>• All prisons to have in place systems for the effective screening, identification and recording of all data relating to the protected characteristics of all their prisoners. This data should be routinely recorded on Prison-Nomis.</li> </ul> <p>5(b) Information regarding individual needs and characteristics is used to adapt and sequence services to meet individual needs and maximise their benefit, and offenders are supported and encouraged to access appropriate services.</p>	<p>5(a) All public sector prisons yr1,2,&amp;3</p> <p>5(b) All public sector prisons yr1,2,&amp;3</p>

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	<p>NOMS expects providers to take account of the specific needs and characteristics of individuals and that providers are able to evidence and articulate how they will ensure offenders are supported and encouraged to access appropriate services, with reference to:</p> <ul style="list-style-type: none"> <li>– Learning Disability and Difficulty</li> <li>– Physical health and disability</li> <li>– Mental health</li> <li>– Maturity, including capacity for taking responsibility for and understanding consequences of one's actions, and attitudes to risk taking</li> <li>– Family circumstances (e.g. relationship breakdown, caring responsibilities, financial difficulties etc)</li> <li>– Protected characteristics including: <ul style="list-style-type: none"> <li>– Gender</li> <li>– Sexual orientation</li> <li>– Race</li> <li>– Age</li> <li>– Faith</li> <li>– Gender re-assignment</li> <li>– Pregnancy and maternity</li> </ul> </li> </ul> <ul style="list-style-type: none"> <li>• All prisons should use the data collected to assess their own prisoner demographics. This will enable a prison-specific response to providing support and interventions as required.</li> <li>• All prisons will have protective characteristic leads, (both staff prisoners as appropriate), and systems in place to ensure that relevant individual needs are assessed effectively, and information shared appropriately, at the most helpful point in an offender's sentence.</li> <li>• All prisons will ensure that staff receives information and training to support them in recognising barriers to engagement that may arise owing to factors such as age, sexuality, disability, etc.</li> <li>• 3 meetings per annum chaired by ERDG Lead for West Midlands region will take place to support prison equality work.</li> </ul>	<p>5(a) and 5(b) Regional Development objective Yr1,Yr2,Yr3</p>
<p><b>6. Deliver priority national or specialist services</b></p>	<p>6(a) NOMS' approach to the identification, assessment and management of extremist offenders, will be supported by the DDC through monitoring and managing the performance of individual establishments in this area.</p> <p>West Midlands prisons will ensure that any recommendations related to the identification, assessment and management of extremist offenders which are identified in year are implemented within reasonable timescale.</p> <p>6(b) With the exception of Hewell, where there is existing capacity to deliver victim-offender conferences, (Restorative Justice), all prisons will develop partnerships, supportive environment and infra structure to support delivery.</p> <p>6(c) The West Midlands DDC will ensure that all prisons holding remand prisoners will have a local bail/BASS strategy in place, and effectiveness of strategy will be monitored.</p>	<p>6(a) All public sector prisons yr1,2,&amp;3</p> <p>6(b) Hewell All public sector prisons yr1,2,&amp;3 Regional Development Objective.</p> <p>6(c) Hewell, Brinsford, Stoke Heath yr1</p>

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	<p>The West Midlands DDC will ensure that all prisons releasing prisoners on HDC will have a local HDC/BASS strategy in place, and effectiveness of strategy will be monitored.</p> <p>The West Midlands DDC will continue to monitor BASS Referral and Placement rates and trends to ensure these are in the expected range for the respective prison remand populations and/or HDC throughputs. The Hub data will be examined quarterly and improvement objectives will be considered where BASS year in year regional placements fall substantially (&gt;20 % points) below the national average change.</p> <p>6(d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners, based on the following</p> <ul style="list-style-type: none"> <li>• ONE3ONE delivery of their growth strategy, in partnership with prisons</li> <li>• Local work secured by individual prisons</li> </ul> <p>6(e) Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.</p> <ul style="list-style-type: none"> <li>• We will continue to monitor the progress of Brinsford and Hewell against the NOMS Video Action Plan, and the current capability against benchmarked resources, with the overall aim of increasing utilisation by a minimum of 3% per annum. Work with partners and make a business case for investment, if necessary, with the regional Business Change Partner supporting region wide improvement.</li> <li>• Other prisons to increase use of prison video link, where appropriate, to deliver efficiencies across the criminal justice system</li> </ul>	<p>All public sector prisons yr1,2,&amp;3</p> <p>6 (d) All public sector prisons yr1,2,&amp;3 Regional Development Objective.</p> <p>6(e) Hewell, Brinsford yr1,2,&amp;3</p> <p>All public sector prisons yr1,2,&amp;3</p>
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#### 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
1. Enhance public protection and ensure a safe, decent environment and rehabilitative culture	<p>1(a) Evidence of effective management strategies to promote the features of a rehabilitative prison to deliver rehabilitative outcomes in partnership with other agencies, as well as a range of opportunities for growth and positive change.</p> <ul style="list-style-type: none"> <li>• Governors will work collaboratively with other prisons/DDC to monitor and share best practice and learning and to evaluate progress.</li> <li>• DDC/SLA Assurance manager to monitor trends using indicators of change which may include</li> <li>• MQPL indicators</li> <li>• Reportable Incidents</li> <li>• Adjudications</li> <li>• Use of Force stats</li> <li>• SQPL indicators</li> <li>• IMB reports</li> <li>• HMCIP</li> <li>• MDT data</li> <li>• Impact of IEP changes</li> <li>• Violence management data</li> </ul>	<p>1(a) All public sector prisons yr1,2,&amp;3</p>
	<p>Review progress by 30.3.2015</p> <p>1(b) Positive staff interaction will be promoted, developed and monitored by all managers. Review progress by 30.3.2015</p>	<p>1(b)-Yr1,2 &amp;3 All public sector prisons</p>
	<p>1(c) Efforts are made to ensure offenders experience the environment as safe.</p> <ul style="list-style-type: none"> <li>• Implement new national policy and guidance in 14/15 in all West Midlands public sector prisons as an outcome of the review of the management of</li> </ul>	<p>1(c) All public sector prisons yr1,2,&amp;3</p>



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	<p>violence project.</p> <ul style="list-style-type: none"> <li>• Monitor trends /share learning, in collaboration with the private sector, via safer custody and other regional meetings.</li> </ul> <p>Review progress by 30.3.2015</p>	
	<p>2(a) Effective co-ordination and integration of services 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, the DDC will ensure that by 30th September 2014 prisons in this region 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:</p> <ul style="list-style-type: none"> <li>• 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)</li> <li>• 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)</li> <li>• Leadership which actively enables and integrates services, where partnership working arrangements improve performance and aid resolution of issues</li> <li>• An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others</li> <li>• An agreement on how to safely use and share data and information</li> </ul> <p>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.</p> <ul style="list-style-type: none"> <li>• Continue regional/local forums to monitor progress/improve practice with</li> </ul>	<p>2(a) All public sector prisons yr1</p> <p>2(b) All public sector prisons, but increasingly focused on resettlement prisons Yr1&amp;2</p>

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	<p>commissioners, to ensure integrated care and continuity of care between prisons and through the prison gate.</p> <ul style="list-style-type: none"> <li>• Evidence of how needs are met is captured.</li> <li>• Implement mandatory service specification which is to be developed and issued in 2014/15.</li> </ul> <p>Review progress by 30.3.2015</p> <p>2(e) Work with Local Authorities to promote inclusion of, and maximise benefits to offenders families</p> <ul style="list-style-type: none"> <li>• Share learning from the family engagement partnership pilot work to build family resilience at Stafford prison</li> <li>• All prisons to establish contact with a LA Co-ordinator to share data / good practice and develop effective interventions</li> </ul> <p>Review progress by 30.3.2015</p> <p>2(f) To ensure improved access to services for offenders with personality disorders the West Midlands DDC will support the implementation of a treatment service in HMP Swinfen Hall, the continued development of an Enabling Environment at HMP Drake Hall, and the violent and disruptive prisoner's protocol at Brinsford. Establishments will work collaboratively with the NOMS/NHS Offender PD Strategy Team and NHS colleagues to develop the services for implementation by March, 2015.</p> <p>2(g) Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Local partnership working arrangements will determine what learning opportunities will be offered in each prison, support initiatives to make prisons places of work, strengthen the focus on employability and enhance access to mainstream learning and employment services for offenders on return to the community. DDC's and Lead Governors manage their learning and skills within their prison clusters by reviewing the following evidence:</p> <ul style="list-style-type: none"> <li>• Evidence of flexibility of learning delivery and funding allocation</li> <li>• Evidence of effective employer engagement YR1, YR 2 , YR3</li> </ul>	<p>2(e) Stafford yr 1 lead /all prisons Resettlement prisons/ female prison/YOI Yr 2&amp;3</p> <p>2(f) Drake Hall, Swinfen Hall, Brinsford yr1,2,&amp;3</p> <p>2(g) All public sector prisons yr1,2,&amp;3</p>
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	<ul style="list-style-type: none"> <li>• Evidence of effective and diverse local partnership arrangements with agreed published governance established by Lead Governors and DDC</li> <li>• Evidence of labour market analysis in resettlement areas and learning needs analysis of the local population</li> <li>• Evidence of flexibility of learning delivery and funding allocations</li> <li>• Evidence of robust performance monitoring to ensure delivery meets need.</li> <li>• Evidence of effective employer engagement</li> <li>• Evidence of a focus on assessment on entry into custody and addressing functional skills needs, as a priority; a focus on developing skills for employment during the latter stages of a custodial sentence</li> </ul> <p>Review progress by 30.3.2015</p> <p>2 (h) Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment - local response- see 6 d</p>	<p>2(h) All public sector prisons yr1, but increasingly focused on resettlement prisons ,yr2&amp;3</p>
3. Deliver an efficient, quality service	<p>3 (a) Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment, for both accredited and non-accredited interventions. 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.</p> <ul style="list-style-type: none"> <li>• We will work with our commissioners to explore ways of better meeting the needs of women offenders, young offenders, offenders who are perpetrators of domestic violence, and offenders in resettlement prisons.</li> </ul>	<p>3(a) All public sector prisons yr1</p>

- The offender journey will sequence interventions appropriately, taking into account roles of all establishments, including specialist roles, within the region

- There will be a workstream to review regional planning, maximise effective use of accredited programme resources and collaboration between similar

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	<p>sites/external agencies, and individual prison reviews as follows:</p> <ul style="list-style-type: none"> <li>By <b>30th November</b> each prison will review <u>the type</u> of strategies it employs, and the services and interventions it offers to ensure that the approaches being used are ones which are effective with the type of offenders that receive them, and that <u>the factors</u> being targeted for change are related to desistance, reduced reoffending and public protection, or a reduction in harmful institutional behaviour. It will draw on local data and evidence, including that provided within the NOMS Evidence and Segmentation Companion Document (available at <a href="http://www.justice.gov.uk/about/noms/commissioning">www.justice.gov.uk/about/noms/commissioning</a>.) when completing these reviews and have in place a strategy for developing its use of evidence to inform practice to maximise outcomes.</li> </ul>	
4. Ensure delivery is matched to population, purpose and NOMS outcomes	<p>4(a) Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they deliver the greatest outcomes for investment.</p> <ul style="list-style-type: none"> <li>We will work from evidenced based practice, and target resources to maximise the outcomes from the investment, continuing to explore with our commissioners an innovative regional model for maximising delivery</li> <li>case management activity will be provided at a level proportionate to the likelihood of reoffending posed by each offender</li> <li>risk management activity will vary, informed by security considerations and offenders risk of serious harm rating</li> <li>Take account of the indeterminate sentence population, as well as risk of reoffending and offence type</li> </ul> <p><b>Review progress by 30.3.2015</b></p> <p>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.</p> <ul style="list-style-type: none"> <li>We will implement the regional outcomes of the Reconfiguration Project for both resettlement and non-resettlement prisons</li> </ul> <p><b>Review progress by 30.3.2015</b></p>	<p>4(a) All public sector prisons yr1,2,&amp;3</p> <p>4(b) All public sector prisons yr1</p>

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<p>5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes</p>	<p>5(a) and 5(b) All prisons will have systems in place to ensure that relevant individual needs (see list in CI 5b) are assessed effectively, and information shared appropriately, at the most helpful point in an offender's sentence to sequence and adapt service to individual need</p> <p>All prisons will have protective characteristic leads, (both staff &amp; prisoners as appropriate), and systems in place to ensure that relevant individual needs are assessed effectively, and information shared appropriately, at the most helpful point in an offender's sentence.</p> <ul style="list-style-type: none"> <li>• All prisons will ensure that staff receives information and training to support them in recognising barriers to engagement that may arise owing to factors such as age, sexuality, disability etc.</li> <li>• 3 meetings per year chaired by ERDG Lead for West Midlands region will take place to support prison equality work.</li> </ul> <p><b>Review progress by 30.3.2015</b></p>	<p>5(a) and 5(b) All public sector prisons yr1,2,&amp;3</p>
<p>6. Deliver priority national or specialist services</p>	<p>6(b) With the exception of Hewell, where there is existing capacity to deliver victim-offender conferences, (Restorative Justice), all prisons will develop partnerships and a supportive environment, with focus on developing:</p> <ul style="list-style-type: none"> <li>• Awareness of RJ amongst relevant staff groups</li> <li>• Partnerships with organisations and local commissioners to support delivery of RJ</li> </ul> <p>Infrastructure to support delivery, including development of:</p> <ul style="list-style-type: none"> <li>• a single point of contact for RJ</li> <li>• agreed referral processes with partners</li> <li>• processes which contribute to suitability and risk assessments</li> <li>• appropriate gate procedures for entry into the prison of victims and other participants</li> <li>• appropriate rooms are available for the conference to take place</li> </ul> <p><b>Review progress by 30.3.2015</b></p>	<p>6(b) Hewell only re victim offender conferences(RJ)</p> <p>All other public sector prisons re partnerships/supportive envt yr1,2,&amp;3</p> <p>6(d) All public sector prisons yr1</p>

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	<p>6(d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners,as part of individual SLA development objectives for each prison for 14/15.Monitoring to include:</p> <ul style="list-style-type: none"><li>• ONE3ONE delivery of their growth strategy,in partnership with prisons</li><li>• Local work secured by individual prisons</li><li>• Evidenced by CU095 (a), hours recorded for work in prisons metric/ table 8a-agreed activity allocation places for 14/15-review quarterly in SLA prison performance report.</li></ul> <p>Review progress by 30.3.2015</p>	
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## 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		Total National Volume (Completions)
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)	
<b>Programme Type: General</b>							
Thinking Skills Programme (TSP)	394	354	160	144	554	498	3534
Focus on Resettlement (FOR)	92	82	60	42	152	124	444
Democratic Therapeutic Communities (DTC)	0	0	140	66	140	66	168
<b>Total</b>	<b>486</b>	<b>436</b>	<b>360</b>	<b>252</b>	<b>846</b>	<b>688</b>	
<b>Programme Type: Violent</b>							
RESOLVE	110	99	130	117	240	216	1472
Building Better Relationships	0	0	40	36	40	36	97
Self Change Programme	0	0	16	12	16	12	174
<b>Total</b>	<b>110</b>	<b>99</b>	<b>186</b>	<b>165</b>	<b>296</b>	<b>264</b>	
<b>Programme Type: Sex Offender Treatment Programme (nationally commissioned)</b>							



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Core Sex Offender Treatment Programme <b>(C-SOTP)</b>	63	59	0	0	63	59	613
Adapted Sex Offender Treatment Programme <b>(A-SOTP)</b> (Becoming New Me) <b>(BNM)</b>	16	15	0	0	16	15	92
Extended Sex Offender Treatment Programme <b>(E-SOTP)</b>	9	8	0	0	9	8	124
<b>Total</b>	<b>88</b>	<b>82</b>	<b>0</b>	<b>0</b>	<b>88</b>	<b>82</b>	
<b>Grand Total</b>	<b>684</b>	<b>617</b>	<b>546</b>	<b>417</b>	<b>1230</b>	<b>1034</b>	

## **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

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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 through 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:

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- 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.

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**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]

<b>Title &amp; Issue</b> [Provide a relevant title for the <b>NoC</b> (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 <b>NoC</b> relates to a change of <b>SLA Delivery Requirement Level</b> this should be made clear and this document copied to Performance and Analysis Group]			
<b>Change Required</b> [Please provide full details of the proposed change(s) or refer to an attached document including the date from which it will be implemented.]			
<b>Financial Implications:</b>  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.]	
<b>Outcomes</b>		[Please provide full details of the outcomes expected or refer to an attached document.]	
<b>Quality Implications:</b>		[Please provide full details of quality implications]	
<b>Regional Implications:</b>		[Please provide full details of any impact this proposed change would have at a regional level]	
<b>Issued</b>		<b>Approved</b>	
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.]