



HM Prison &
Probation Service

Probation Programme – future rehabilitation and resettlement services

Market Engagement Events

18, 19, 20 and 21 June



The Ministry of Justice (“MoJ”) is undertaking this market engagement (“ME”) . Please note the following:

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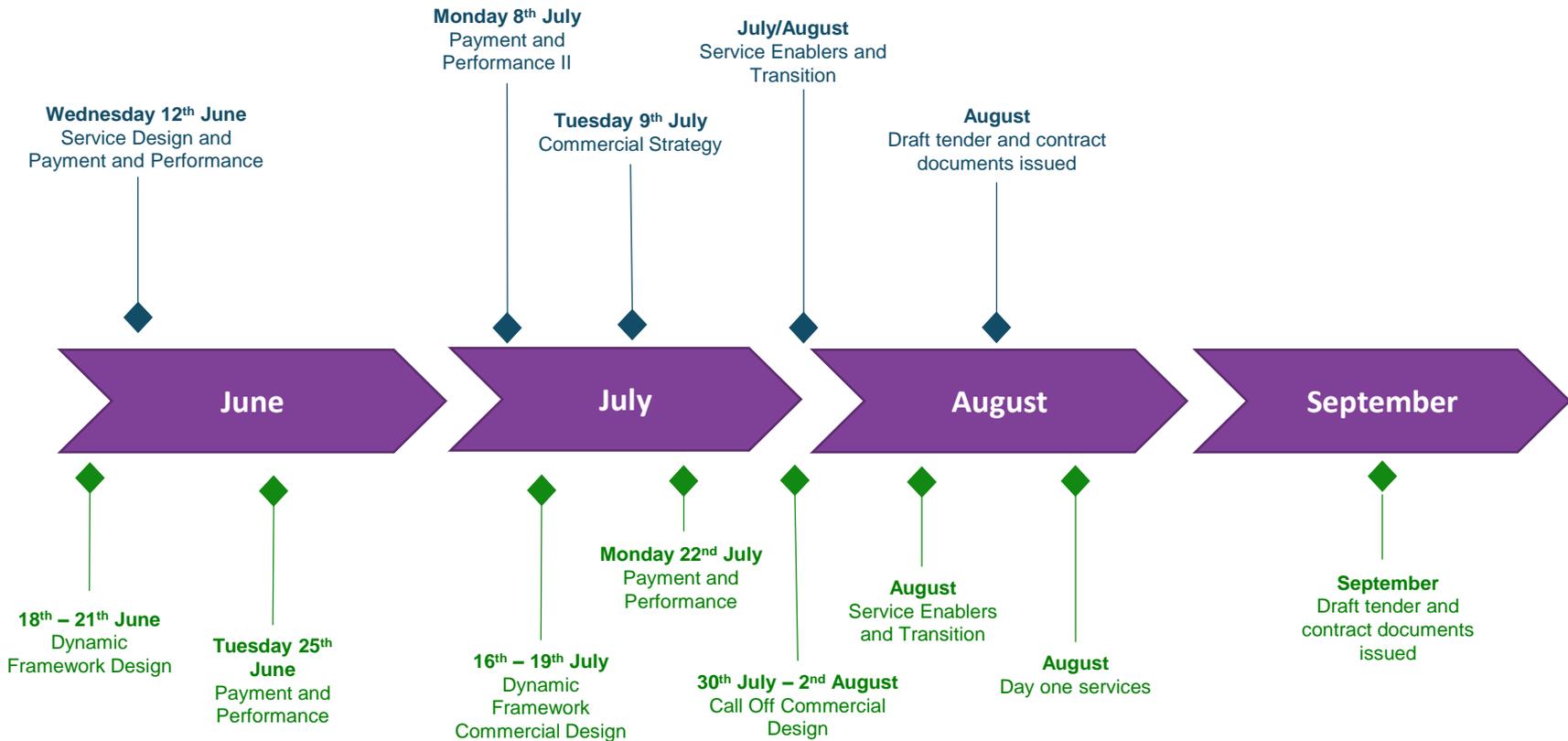


Session	Time
Introduction	12:15 – 12:30
Rehabilitation and resettlement service design	12:30 – 13:00
Regional outcomes and innovation fund	13:00 – 13:15
Roundtable discussion	13:15 – 14:15
Procurement timeline and lotting strategy	14:15 – 14:35
Roundtable discussion	14:35 – 15:10
Regional co-ordination function	15:10 – 15:30
Roundtable discussion	15:30 – 16:00
Close	

Market engagement plans

Confirmed dates are available to book at: <https://www.gov.uk/guidance/strengthening-probation-improving-confidence>

Innovation Partner



Dynamic Framework



HM Prison &
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Introduction and context



Our plans for the future



Responsibility for **offender management** and **court advice**— across low, medium and high-risk offenders will be held by the **National Probation Service** in England and Wales;

There will be a continued and significant role for the **voluntary** and **private sector** in the delivery of **unpaid work**, **accredited programmes**; and **resettlement** and **rehabilitative interventions**;

11 probation areas across **England and Wales**. This will include the introduction of at least 10 new probation areas in **England** with existing arrangements remaining unchanged in **Wales**.



In **England**, each of the areas will be overseen by **new dedicated regional probation director who will** provide leadership, be responsible for delivery and commissioning of services. They, along with the NPS Director in **Wales**, will ensure effective delivery from pre-sentence stage in court, on release from prison, and in the community.



The Ministry of Justice will seek to implement an independent **statutory register** for **probation professionals** alongside changes to support continuous professional development.



We have put in place arrangements to allow us to **extend CRC contracts** to ensure we have the necessary time to get the transition to the new system right. **We intend to use these arrangements to end contracts in Spring 2021**. We intend to **integrate offender management in Wales on a quicker timescale**, by the end of 2019.

Developing an innovative mixed market for Probation

Rehabilitation and Resettlement Interventions

The sourcing route for these will be a Dynamic Framework which will allow us to buy services in a way that is responsive to the needs of local areas and service users in England and in Wales.



Rehabilitation interventions are intended to support offenders to re-integrate in the community and reduce re-offending by addressing a range of needs such as education, self-reliance, and accommodation.



Resettlement services are delivered to offenders while in custody to help them prepare for release and resettle post-release

Unpaid Work and Accredited Programmes

We intend to run a competitive process to contract suppliers to deliver these services in England and in Wales.

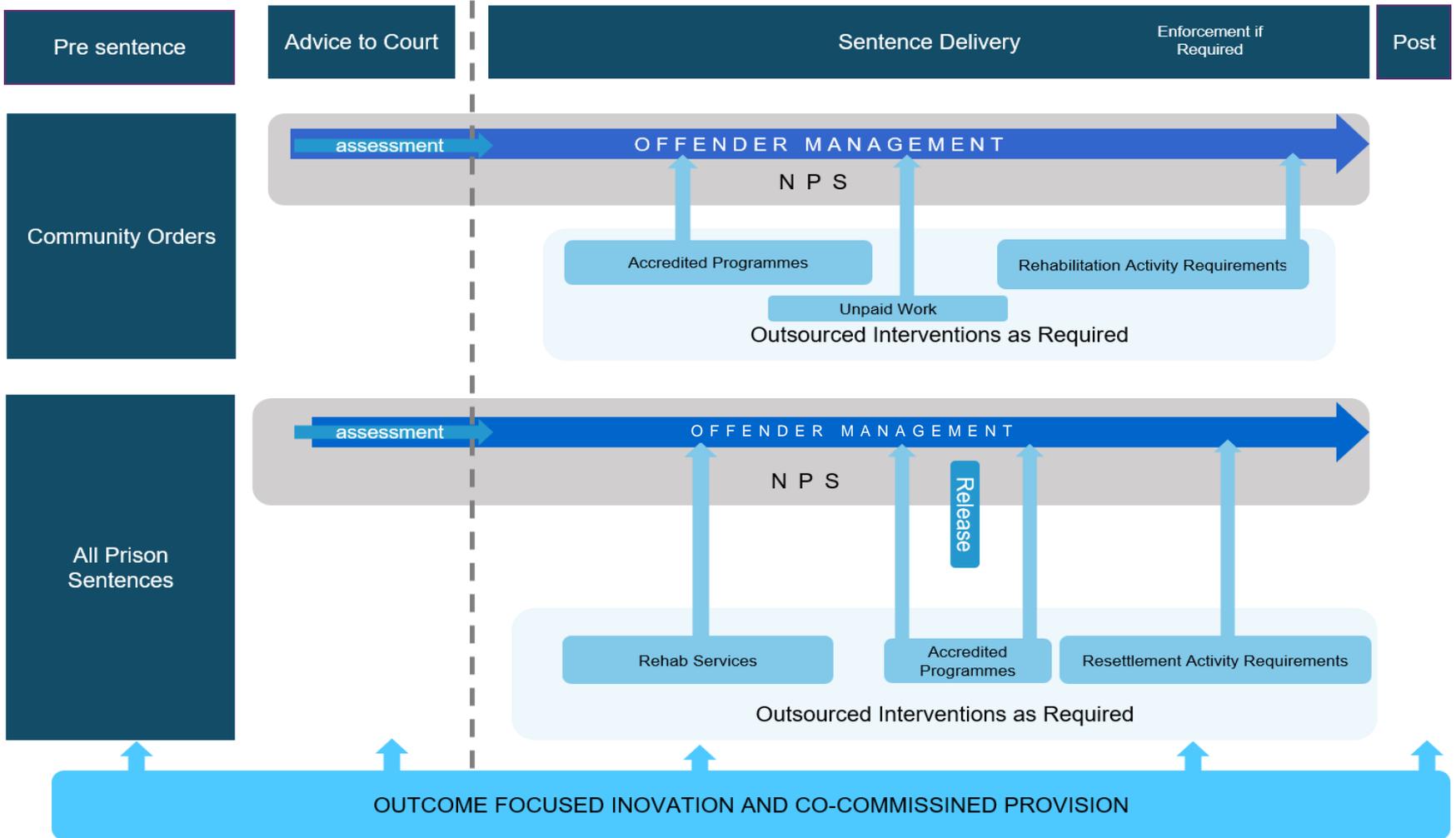


Unpaid Work requirements require offenders to make direct reparation to the community for their crime by undertaking work which provides benefits to local residents. In 2018, 57,200 unpaid work orders were commenced.



Accredited Programmes are structured programmes which address key behaviours that are associated with offending. In 2018, 14,700 accredited programmes were commenced.

The proposed delivery model



Overview of the dynamic framework

The dynamic framework is being designed to provide a way for organisations of all shapes and sizes to register their interest in providing services that support the rehabilitation and resettlement of service users in the probation system.

Our aim is to:

- deliver a wide range and diversity of local services
- commission rehabilitation and resettlement services that meet local service user needs
- ensure that we have the right 'day one' services in place for transition to the new system
- create a mechanism to commission and manage services locally
- use the dynamic framework alongside other commissioners to support co-commissioning.



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Rehabilitative and resettlement service design



Session aims

To explain – Rehabilitation and resettlement interventions are all non-accredited interventions, and they will be procured through the dynamic framework

To explain - Rehabilitation and resettlement interventions will cover mostly the same intervention pathways, the main differences lie in when and where these interventions may start

To highlight - NPS community responsible officer (RO) will be the person responsible for identifying, coordinating and sequencing all interventions in future – for all community cases as well as those being released from prison.

To discuss – How we can best meet the needs that have been identified.

Definitions of rehabilitation and resettlement

Resettlement

Interventions that focus on a persons' needs and circumstances – they specifically focus on the challenges of transitioning from prison and reintegrating into the community.

Resettlement interventions are delivered to: prison releases and move- on from approved premises or bail accommodation.

Rehabilitation

Interventions that focus on a persons' needs linked to risk - they specifically focus on reducing the reasons for offending.

Rehabilitation interventions can be delivered on: a community order, RAR, suspended sentence order and a licence.

Intervention requirements to address specific challenges

Interventions will be available to those on

- *community orders*
- *suspended sentence orders*
- *during pre-release from prison and on licence*

Rehabilitation Activity Requirement specific challenges:

- Will need to offer consistent levels of purposeful activity as part of the RAR
- The judiciary lack confidence in both the type and amount of activity being delivered
- Probation practitioners have been confused about its purpose of RARs and what they should be delivering within it.

Resettlement specific challenges:

- Ensuring that interventions adhere to pre-release sentence plan objectives, as set by the Responsible Officer
- Tailored and not standardised
- Meet pre-release, at gate and continue post release (*start of intervention determined by RO*)
- Delivered in place where offender is being resettled, not just where prison is based
- Reach in not reach out; avoid duplication with services provided in prison or elsewhere.

Key principles for effective interventions

Evidence suggests targeting interventions to an individual's need is the basis for ensuring desired outcomes are met.

1. Rehabilitation effort should be proportionate to the risk of reoffending

Intensive rehabilitative effort should be focused on those with higher likelihood of reconviction. Low risk of reconviction (*e.g. OGRS below 25%*) is unlikely to benefit. Evidence suggests too much intervention may be damaging

2. Rehabilitation should address needs linked to reoffending

Interventions will only make a difference to reoffending when they focus on the skills, behaviours and attitudes that relate to the person's pathway into crime

3. Use approaches that are known to be effective and responsive to a person's circumstances

There is evidence that interventions are most effective when structured and delivered in a way that is responsive to individual need and their readiness and ability to engage

4. Resettlement effort should focus on transition and need complexity

Resettlement works when there is a focus on sustaining services already in place for those on short sentences. Addressing practical need and emotional wellbeing are critical areas in supporting individuals make the transition from prison to community life. Other significant transition points such as move-on from approved premises and from bail accommodation also need consideration.

Rehabilitation and resettlement interventions

To assess and evaluate interventions for the dynamic framework, we will invite providers to:

- Articulate the specific, **structured interventions to meet key needs linked to reoffending**, which are not being met by either accredited programmes, treatment requirements or interventions already provided in prison
- Provide detailed explanations of how interventions will be **customised to secure positive outcomes** for those with a low, medium, or high levels of need.
- Provide detail on how they will meet the needs of **people with protected characteristics** and other specific groups such as: women, young adults, foreign nationals and those with learning difficulties
- Provide detailed explanations of how interventions will **support people being released from prisons** and, how these interventions will address transition and community integration
- Describe appropriate **outputs and outcomes** for each intensity level and for each need area
- Show interventions **add value and benefit** to its users.

The Ministry of Justice and HMPPS will seek provider-led responses rather than prescribing all of the detailed activities that should be delivered for every intervention.

Proposed resettlement approach

The future model of probation means we can integrate current Through The Gate roles, processes and products into offender management, with resettlement services moving onto the dynamic framework.

We envisage introducing some changes to resettlement services. These include:

- Resettlement interventions procured and delivered through the dynamic framework
- Interventions come from community, preferring a 'reach-in' approach
- Mentoring services are being considered for 'meet at gate' support
- Responsible officers will be more involved in pre-release assessments, and will identify the interventions needed
- More emphasis on reintegration into community life
- A focus on the core needs of people leaving prison: somewhere to live, having a means of supporting oneself (employment or benefits) – we know these enablers really support individuals to settle quickly.

Core Suite of Interventions (Rehabilitation and Resettlement)

Need Areas	Minimum Outcomes to be Met
Accommodation	<ul style="list-style-type: none"> • Accommodation is obtained / sustained. • Homelessness is prevented.
Employment / Training / Education	<ul style="list-style-type: none"> • Suitable employment/ training/ education obtained / sustained. Barriers removed and skills increased.
Finance/ Benefits / Debt	<ul style="list-style-type: none"> • Stable and lawful income, debt reduced. • Skills to manage finances improved.
Attitudes / Thinking / Behaviour	<ul style="list-style-type: none"> • Ability to identify triggers, develop new skills. • Strategies to respond to challenging situations.
Family and Significant Others	<ul style="list-style-type: none"> • Safe and positive intimate relationships. • Improved family relationships / parenting capacity.
Lifestyle and Associates	<ul style="list-style-type: none"> • Pro-social support and interests. Decreased influence of negative associates. Mentoring, peer support and advocacy.
Emotional Management	<ul style="list-style-type: none"> • Improved coping skills and strategies. • Improved ability to comply with treatments / medication.
Non-Dependant Alcohol Misuse	<ul style="list-style-type: none"> • Improved ability to manage high-risk situations.

What should rehabilitative/resettlement interventions look like?

Responsible Officer activities	Non-accredited rehabilitative interventions (RAR and Licence)
<p>Initial / subsequent assessment of risk and need</p> <p>↓</p> <p>Sentence plan and risk management plan</p> <p>↓</p> <p>Decisions about interventions to meet need and manage risk - amending as circumstances change</p> <p>↓</p> <p>Public protection and enforcement activity</p> <p>↓</p> <p>Build trusting relationship to promote compliance, build hope and sustain motivation</p> <p>↓</p> <p>Sign-posting to universal services which service users can readily access.</p>	<p>We want providers to design interventions that:</p> <ul style="list-style-type: none">• Ensure service users achieve realistic goals and can identify the distance they have travelled• Develop skills that will help them live pro-social and non-offending lives• Reflect the local landscape in terms of barriers to overcome and opportunities to capitalise on. <p>Other structured activities:</p> <ul style="list-style-type: none">• Stand-alone interventions which meet the needs of probation services users and secure desirable outcomes, for example, improved cognitive skills and positive relationships• Expert wrap-around activity which enables service users to access and sustain engagement with universal services.

Overarching Objectives for performance framework

- ❑ **Focus on quality** - secure quality in service delivery
- ❑ **Secure rehabilitative outcomes** - support reduced offending and harm, backed up by meaningful incentives
- ❑ **Get the basics right** - hold providers to account on sentence delivery and protecting the public, so probation commands public and sentencer confidence.

Services for people with protected characteristics and other priority groups

For both day one and future needs we must ensure that we meet the needs of people with protected characteristics under the Equalities Act (2010). Clearly identifying where there any cohort specific solutions in each need category.

- **Meeting the needs of women.** In readiness for day one, currently women feature as the only cohort category identified as requiring a specific solution
- **Regional diversity.** The extent of regional diversity across England and the locality specific nature of cohort need suggests a more nuanced approach should be taken by regions in future years
- **Meeting diverse needs.** Specifications of all core services should be clear about expectations of responsiveness of service delivery to diversity in user profile, including those with protected characteristics and other priority groups, for example young adults
- **Better data.** We will prioritise better quality data collection to inform more locally tailored solutions.



Examples of rehabilitation and resettlement activities and services





Low complexity	Medium complexity	High complexity
<p>Assess and plan</p> <ul style="list-style-type: none"> • Provider specialist assessment and confirm options • Identify barriers to achieving the plan • Communicating with Responsible Officer and other partners • Action plan developed with service user/ including timescales • Provide support pre release and in the community 		
<p>Implement</p> <ul style="list-style-type: none"> • Maintain tenancy (i.e. short custodial sentence) • Explore and advise on options for short term accommodation • Support to meet occupancy obligations • Crisis support (i.e. eviction notice) • Housing applications and associated processes 	<p>Implement</p> <ul style="list-style-type: none"> • Assist the service user in making referrals to social housing, charitable housing provision and private providers. • Liaison with multi-agency partners (health, social care) to support applications/referrals to supported accommodation • Support continuation of an existing tenancy • Assist with referrals to acquire household essentials • Accessing rent and bond schemes • Deliver housing advice and tenancy sustainment, including management of arrears and liaison with accommodation providers. • Mentoring where required 	<p>Implement</p> <ul style="list-style-type: none"> • Accessing rent and bond schemes • Deliver housing advice and tenancy sustainment including managing arrears and liaison with accommodation providers • Action to access emergency accommodation • Actions to access to safe and suitable long-term/stable accommodation related to reducing risk of harm/reoffending • Attend multi-agency partnership meetings as requested / provide report for update where required • Assist with referrals to acquire household essential • Provide legal support and advice on rights. • Mentoring where required
<p>Review and Evaluate</p> <p>Provide wrap around support, escort, report on and follow through to achieve outcomes as set out in action plan. Building and maintaining motivation</p>		



Employment Education and Training



Low complexity	Medium complexity	High complexity
<p>Assess and plan</p> <ul style="list-style-type: none"> • Provider specialist assessment and confirm options • Identify barriers to achieving the plan • Communicating with Responsible Officer and other partners • Action plan developed with service user/ including timescales • Provide support pre release and in the community 		
<p>Implement</p> <ul style="list-style-type: none"> • Information, Advice and Guidance, including on opportunities, vacancies, and qualifications • Advice of state benefits on employment and training options • Disclosure requirements • Interview preparation (including clothing, equipment funding) 	<p>Implement</p> <ul style="list-style-type: none"> • Literacy and numeracy courses • Workshops on job readiness, interview preparation • Employment support skills workshops / CV writing • Short courses to enhance employability, national accredited qualifications • Work experience: Job placement or interview • Discretionary funding: Provision of equipment, business start-up support • Work in partnership to co-ordinate with education, employment and training providers to access opportunities • Complete employment and education related training referrals. • Support to maintain current employment 	<p>Implement in addition to levels 1 and 2</p> <ul style="list-style-type: none"> • Provide information and advice as required with multi-agency partners in the formulation of sentence plans. • Learning disability: specialist assessment, advice, referral pathways • Specialist assessment, advice, referral pathways: drug and alcohol misuse: multi-agency collaboration to support needs • Physical and mental health concerns: including personality disordered service users • Disabilities: affecting access, skills development • Women: removing barriers (support with childcare), empowerment and confidence building, consider isolation (DV, culture, religion) • Foreign Nationals: immigration status / restricted access to public funds
<p>Review and Evaluate</p> <p>Provide wrap around support, escort, report on and follow through to achieve outcomes as set out in action plan. Building and maintaining motivation</p>		





Low complexity	Medium complexity	High complexity
<p>Assess and plan</p> <ul style="list-style-type: none"> • Provider specialist assessment and confirm options • Identify barriers to achieving the plan • Communicating with Responsible Officer and other partners • Action plan developed with service user/ including timescales • Provide support pre release and in the community 		
<p>Implement</p> <ul style="list-style-type: none"> • Addressing financial management and debt issues • Money management /debt consolidation / referral to specialist agencies. • Budget management (group or individual) 	<p>Implement</p> <ul style="list-style-type: none"> • Making referrals to relevant agencies in the case of specialist support needed or to tackle behavioural concerns (i.e. gambling) • Support or enable service users to obtain identity documents (e.g. to establish bank accounts) • Provide advocacy through liaison with benefits and employment key workers • Putting a plan in place to manage debts • Work with service users to make arrangements to pay debts (e.g. housing arrears or fines) • Teaching budgeting skills • Deliver finance and benefit workshops 	<p>Implement in addition to levels 1 and 2</p> <ul style="list-style-type: none"> • Provide information and advice as required with multi-agency partners in the formulation of sentence plans. • Learning disability: specialist assessment, advice, referral pathways • Specialist assessment, advice, referral pathways: drug and alcohol misuse: multi-agency collaboration to support needs • Physical and mental health concerns: including personality disordered service users • Disabilities: affecting access, skills development • Women: removing barriers (support with childcare), empowerment and confidence building, consider isolation (DV, culture, religion) • Foreign Nationals: immigration status / restricted access to public funds
<p>Review and Evaluate</p> <p>Provide wrap around support, escort, report on and follow through to achieve outcomes as set out in action plan. Building and maintaining motivation</p>		



Emotional Management and Health

Low complexity	Medium complexity	High complexity
<p>Assess and plan</p> <ul style="list-style-type: none"> • Provider specialist assessment and confirm options • Identify barriers to achieving the plan • Communicating with Responsible Officer and other partners • Action plan developed with service user/ including timescales • Provide support pre release and in the community 		
<p>Implement</p> <ul style="list-style-type: none"> • One-to-one sessions, primarily advocacy and support to access activities or build skills to improve emotional wellbeing (e.g. sport, volunteering, broaden social groups). • GP registration 	<p>Implement</p> <ul style="list-style-type: none"> • One to one sessions to build self-efficacy and develop resilience. • Liaison with relevant prison staff, establish which service the user has been placed on (e.g. ACCT) Assess any medication requirements, including obtaining scripts for substance misuse and medication required from a GP upon release • Mentoring where service users may struggle to manage their health and well-being in the community • Structured cognitive-skills programmes which build skills in emotional management in one-to-one or group settings (e.g. impulsivity, temper control, destructive thoughts and self-regulation) 	<p>Implement in addition to levels 1 and 2</p> <ul style="list-style-type: none"> • Provide information and advice as required with multi-agency partners in the formulation of sentence plans. • Learning disability: specialist assessment, advice, referral pathways • Specialist assessment, advice, referral pathways: drug and alcohol misuse: multi-agency collaboration to support needs • Physical and mental health concerns: including personality disordered service users • Disabilities: affecting access, skills development • Women: removing barriers (support with childcare), empowerment and confidence building, consider isolation (DV, culture, religion) • Foreign Nationals: immigration status / restricted access to public funds
<p>Review and Evaluate</p> <p>Provide wrap around support, escort, report on and follow through to achieve outcomes as set out in action plan. Building and maintaining motivation</p>		

Attitudes and Thinking Behaviour

Low complexity	Medium complexity	High complexity
<p>Assess and plan</p> <ul style="list-style-type: none"> • Provider specialist assessment and confirm options • Identify barriers to achieving the plan • Communicating with Responsible Officer and other partners • Action plan developed with service user/ including timescales • Provide support pre release and in the community 		<p>Not applicable: should access accredited programme</p>
<p>Implement</p> <p>Group-work / One-to-one / combination of structured sessions to develop improved cognitive skills/problem-solving/emotional management</p>	<p>Implement in addition to level 1</p> <ul style="list-style-type: none"> • Provide information and advice as required with multi-agency partners in the formulation of sentence plans. • Learning disability: specialist assessment, advice, referral pathways • Specialist assessment, advice, referral pathways: drug and alcohol misuse: multi-agency collaboration to support needs • Physical and mental health concerns: including personality disordered service users • Disabilities: affecting access, skills development • Women: removing barriers (support with childcare), empowerment and confidence building, consider isolation (DV, culture, religion) • Foreign Nationals: immigration status / restricted access to public funds 	
<p>Review and Evaluate</p> <p>Provide wrap around support, escort, report on and follow through to achieve outcomes as set out in action plan. Building and maintaining motivation</p>		

Family and Significant others

Low complexity	Medium complexity	High complexity
<p>Assess and plan</p> <ul style="list-style-type: none"> • Provider specialist assessment and confirm options • Identify barriers to achieving the plan • Communicating with Responsible Officer and other partners • Action plan developed with service user/ including timescales • Provide support pre release and in the community 		
<p>Implement</p> <ul style="list-style-type: none"> • Help service users develop child-centred parenting Skills to improve outcomes for children, young people and families. • One -to-one sessions, primarily advocacy and help to access support services e.g. Family Services, Children’s Centres, relationship guidance and support with practical problems impacting on family relationships e.g. child-care, leisure activities and financial issues 	<p>Implement</p> <ul style="list-style-type: none"> • Liaise with family centres or other multi-agency partners to facilitate • Provide interventions which enable parents to keep in touch whilst in custody. • Improved coping strategies and resilience when dealing with every day family challenges. • One-to-one or groupwork family and parenting interventions to improve skills and ability to build and maintain positive family relationships or healthier and more supportive relationships. • Any intimate relationship partner violence should be dealt with via an accredited programme. Where the service user is eligible but unsuitable other accredited or non accredited interventions may be considered. 	<p>Implement in addition to levels 1 and 2</p> <ul style="list-style-type: none"> • Provide information and advice as required with multi-agency partners in the formulation of sentence plans. • Learning disability: specialist assessment, advice, referral pathways • Specialist assessment, advice, referral pathways: drug and alcohol misuse: multi-agency collaboration to support needs • Physical and mental health concerns: including personality disordered service users • Disabilities: affecting access, skills development • Women: removing barriers (support with childcare), empowerment and confidence building, consider isolation (DV, culture, religion) • Foreign Nationals: immigration status / restricted access to public funds
<p>Review and Evaluate Provide wrap around support, escort, report on and follow through to achieve outcomes as set out in action plan. Building and maintaining motivation</p>		



HM Prison &
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Regional outcomes and innovation fund



Regional Outcome and Innovation Fund: Aims

£20m per year Regional Outcome and Innovation Fund

We will ringfence £20m per year for a Regional Outcome and Innovation Fund to be spent on cross-cutting approaches to reduce re-offending, protect the public and improve outcomes for our service users, or diverting those that may otherwise end up in the criminal justice system.

The fund will:

- Build capacity and drive innovation in approaches to tackling wider system outcomes – enabling us to work directly with smaller providers and partners to test approaches before scaling them up;
- Improve partnership working, reduce duplication of services, and encourage joint investment and co-commissioning;
- Match or joint funding locally and nationally (from other government departments and social investment) to support service provision for offenders with multiple and complex needs.

Proof of concept

This will enable us to test ‘proof of concept’ services before scaling these up.

Regional Outcome and Innovation Fund: how it could be used

The regional outcomes and innovation fund is intended to be used to fund services that are not part of sentence delivery, but that do support better outcomes for service users and the communities they are from.

This approach could develop a number of new approaches to:

- Early intervention and diversion from the criminal justice system
- Additional support, entered into voluntarily, to support individual need or a particularly complex level of needs
- Flexible resource to purchase additional services that could be tailored to the individual
- Addressing circumstances (environmental or cultural) that might affect the effectiveness of traditional or generic interventions
- Longer-term support for people who come to the end of their probation order / license.

Examples of services that would suit the regional outcomes fund

Co-commissioned multi-agency delivery which offers service users with complex needs a fully integrated navigation service to access an array of support.

Programmes that support innovative approaches and attract wider social investment to **securing accommodation** for service users who have particular issues with securing or maintaining tenancies.

Grant funding for local voluntary sector and social enterprise organisations who can provide intensive education, training or employment support for a particular cohort of service users

Questions:

Rehabilitation and resettlement services:

1. What are your views on the way we are seeking to address rehabilitative and resettlement needs?
2. We are considering how we should package services particularly for women. What are your views?
3. We are considering the benefits of specific interventions that are able to respond to emergency or crisis situations (for example, tackling homelessness)? What do you think this could include?
4. How should we meet the particular needs of service users transitioning and re-integrating from, for example, prison or approved premises? Are there other important transition points we should consider?
5. What is the most effective way for you to demonstrate outcomes achieved?

Regional outcomes and innovation fund:

1. What are your views on how we can make most effective use of the Regional Outcomes and Innovation Fund?



HM Prison &
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Commercial strategy



Overview of the competitions

Dynamic Framework for Rehab and Resettlement

Competition for APs and UPW

Two **separate** competitions running in parallel for different services:

1. A **Dynamic Framework** to find suppliers to deliver Rehabilitation and Resettlement Interventions; and
2. A competition to find Innovation Partners to deliver **Accredited Programmes and Unpaid Work.**

Dynamic Framework – Key Principles

- A key aim of the Dynamic Framework (DF) is to encourage and enable the involvement of specialist providers.
- It is recognised that in some instances the most effective service delivery is provided by smaller organisations operating in specific and/or highly local geographies, whilst in other instances a single supplier providing services over a larger region is more effective.
- The Dynamic Framework (DF) will be used to procure **rehabilitation services** for offenders in custody and community in both England and Wales.
- The DF will be made available to a wide range of commissioning bodies, such as:
 - NPS Regional Authorities
 - HP Prisons in England and Wales
 - Police and Crime Commissioners in England and Wales
 - Local Authorities
 - Health Authorities
 - Other Government Departments
 - Welsh Government
 - Mayor's Office for Policing and Crime (MOPAC) and Greater Manchester Combined Authority (GMCA)
- The DF will be used to award both contracts and grants.

Dynamic Framework – Services for NPS

- The DF will be used by NPS Regional Authorities to procure:
 - Rehabilitation services for offenders on RAR and licences in the community;
 - Resettlement (intervention only) for offenders in custody and community;
 - Non-sentence desistance services via the Regional Outcome Fund (e.g. £20M in England only)
- The DF will also be used to procure support services for offenders in custody in Wales from Day 1.

Dynamic Framework: how will it work?

A framework is an agreement with suppliers to establish terms governing contracts that may be awarded during the life of the agreement. In other words, it is a **general term of agreements** that set out terms and conditions for making **specific purchases** – or “**call-offs**”.



There are 2 key stages:

1. **Qualification of Framework Suppliers** - The OJEU notice will invite the market to join the Framework through an invitation to participate (ITP) – this will require interested suppliers to pre-qualify on set criteria and to accept the Framework Terms and Conditions;
2. **Procurement of Individual Services** via Call Off competitions.

As the Framework is ‘dynamic’, suppliers interested in joining the framework will be permitted to do so at any point throughout the life of the Framework by successfully completing the pre-qualification process.

There are **no assurances** that suppliers on the DF will be awarded a call-off contract.

How to qualify onto the Dynamic Framework



- Suppliers will **respond to the ITP** in November 2019 by completing the selection questionnaire ('SQ'). If successful, they will be awarded a place on the Framework.



- The SQ will be **backward looking**: in order to qualify, suppliers will have to qualify by Lot, i.e. **needs** (such as accommodation, ETE, etc) and/or **cohorts** (such as women). Suppliers will be required to **evidence capability** in each Lot they seek to qualify for.



- Suppliers will **not** be required to evidence **geographical capabilities** at pre-qualification, however, will be required to express which geographical areas they can service by selecting from a pre-defined list provided by the Authority.



- Suppliers may **modify** their preferences, either in terms of which Lots or geographical areas they serve by either notifying the Authority or resubmitting an SQ as applicable.



- This stage is **simple** – based on **written submission** from the suppliers, with no negotiation or dialogue with the Authority.

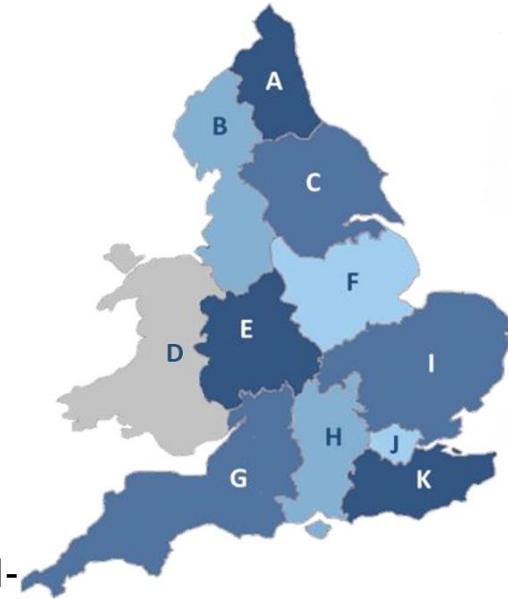


- As the Framework is **Dynamic**, Suppliers may qualify onto the DF at any point during the lifetime of the framework by successfully responding to the SQ.

Geography and contract package areas

There will be several geographical options for commissioners to select from when issuing a call-off:

- **Nationwide:** The Authority will have two nationwide types of CPA:
 1. England and Wales as **1 contract package**
 2. **Two Separate packages** for England and Wales
- **NUTS regions:** used widely in procurement, NUTS (Nomenclature of Territorial Units for Statistics) regions are a tiered way of organising England and Wales, largely along existing administrative boundaries. NUTS regions allow commissioners the flexibility to specify service delivery at both highly local and pan-regional levels.
- **NPS regions:** this option will allow NPS Regional Directors to issue a call-off across an entire NPS region. Note – these regions align and are coterminous with NUTS 1 region
- **Other regional authority boundaries:** this option will allow for other agencies and bodies to commission services on the DF. Examples include police force areas (for PCCs) and prison groups (for prison governors).

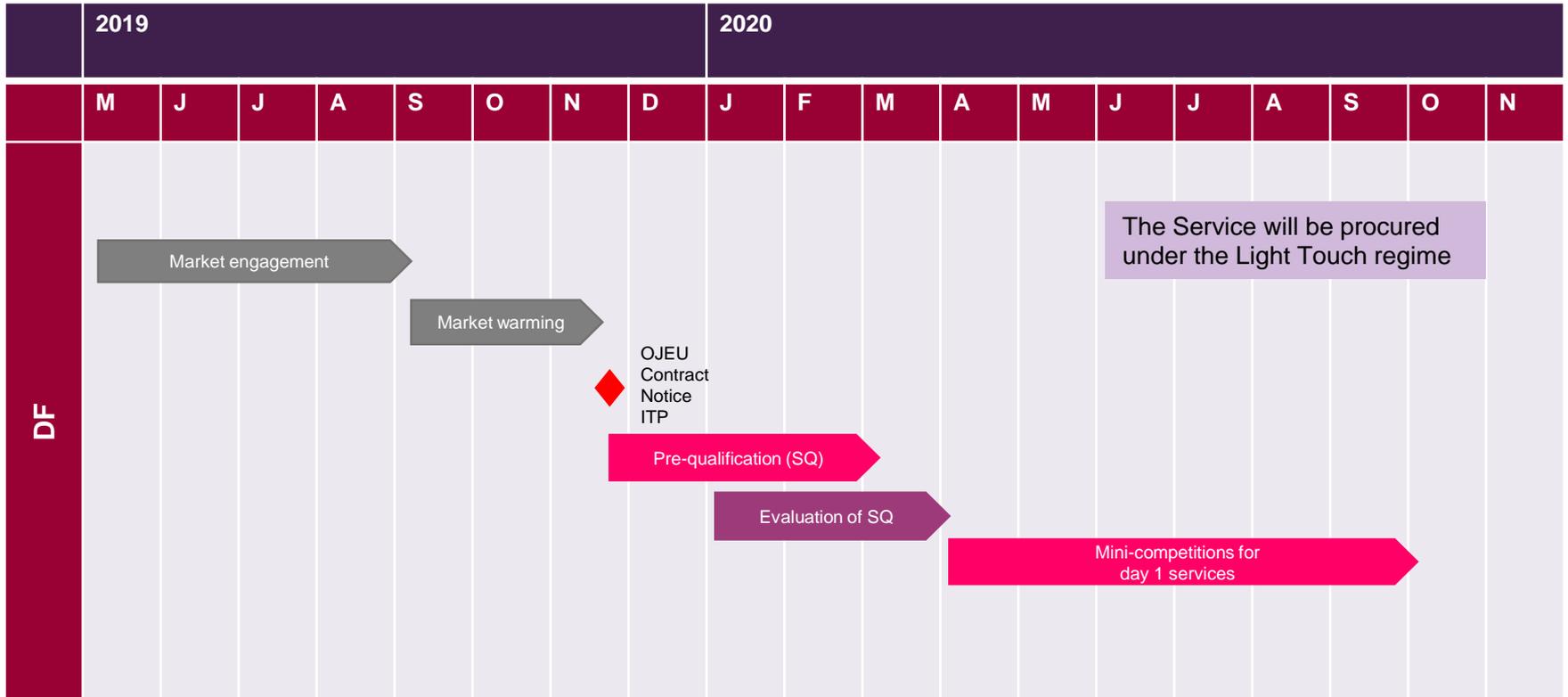


The call-off process

- We will run a call-off competition to procure a service for an offender need and/or cohort ('the **category**').
- **Only** suppliers who have qualified for the category will be invited.
- In addition, each call-off will state the **geography** for delivery and all suppliers within the category in question who have expressed an interest to deliver in that area will be invited.
- The tender process for call-offs is expected to be purely based on **written responses**. In some instances, for more complex services, we may consider whether a three-step process is required: 1) initial tender, 2) clarification phase, and 3) best and final offer.
- Overall, the call-off process should be relatively **quick and simple**.

	All offenders	Offender cohort 1	Offender cohort 2
Offender need 1	Call Off		
Offender need 2		Call Off	
Offender need 3	Call Off		
Offender need 4			
Offender need 5	Call Off		
Offender need 6			
Offender need 7			
Offender need 8			

Dynamic Framework: outline procurement timeline





Questions



1. What are your views on the procurement timeline? Are there are particular pressure points?
2. What further support or information could be helpful for your organisation in preparing for framework qualification?
3. What are your views on option call-off contract length for different services?
4. What are your views on the geographical options presented?
5. Is there anything we could do in our lotting matrix design (i.e. needs / cohorts / geography) that would reduce barriers to ability to compete?
6. Do you have any other comments on our lotting matrix?



Regional Co-ordination Function



Regional Co-ordination Function: Scope and Activities

A more effective interaction with local services

A regional / Wales resource to ensure delivery of smart and effective 'back office' functions to support the timely delivery of outsourced services.

Support partnerships, legal, commercial and financial functions

The resource will ensure effective partnering with legal, commercial and finance functions in supporting operations to access the right intervention at the right time, in the right place.

The Regional Co-ordination Function: Supporting the Delivery of a Dynamic Framework

We envisage that the regional co-ordination function will assist with:

- Overseeing and enabling delivery logistics across the region with a range of providers
- Support the NPS region to manage demand
- Simplify and minimise hand-offs for NPS operations and providers
- Support quality assurance and contract management
- Support an evidence based commissioning approach
- Inform an evidence based approach to future delivery
- Help deliver cost effective services.

Co-ordination Function – What it will deliver

A localised function with links back to central HMPPS including commercial, finance, legal, HR, data and analysis

Initiating new procurements (beyond day 1)

Specifying requirements

Running procurements and evaluating bids

Procurement confirmation and supplier communications

Referral and communications process between HMPPS and providers

Creation and maintenance of a provider Catalogue

Performance reporting and data analysis

Building a view of effective practice

Quality assurance of suppliers / solution delivery

Ongoing contract management

Review of supply chain performance

Future demand / activity forecasts

Co-ordination Function – Intended Benefits

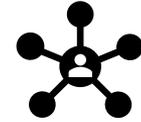
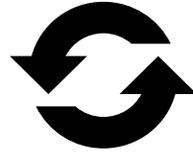
- ✓ Remove barriers to possible providers - sustainable contract lengths and light touch approach
- ✓ Develop local intelligence and an evidence base for commissioning
- ✓ Be responsive to changing need (data and analytical requirements)
- ✓ Support both micro and macro commissioning activity – support bulk and bespoke solutions
- ✓ Be the expert at planning and sourcing future solutions, including provision of digital catalogue
- ✓ Allow the offender management to focus on what the service user needs
- ✓ Support quality assurance
- ✓ Provide a feedback system to support performance management
- ✓ Ensure timely start and completion of interventions
- ✓ Data gathering and analysis to inform future purchasing
- ✓ Supporting stakeholder engagement in the commissioning cycle
- ✓ Ensure that quality features in the full commissioning cycle, including assessments of need.

Design So Far: Key Design Principles

- Places the Responsible Officer at the heart of operational delivery and processes to coordinate support for offenders
- Provides timely access to the best local services and experts to meet the identified need
- Works as an enabler to allow the Responsible Officer to concentrate on the right things at the right time
- Works from an evidence-based approach to ensure we spend our money well
- Provides Wales and English regions with visible and easy to understand services
- Works within existing resources to offer solutions
- Creates the right conditions for smaller providers to bid for local service delivery.

Basic 'information flows\activities'

List of approved providers and wider provision



Sentence/resettlement plan

Offender Manager

- Identification of statutory requirements
- Identification of voluntary need / potential support type
- Advice on sequencing and readiness
- Confirmation of diverse needs impacting on engagement.

Referral form initiated

Resource personnel

- Advise OM on available provision
- Provide initial notification to IP *where relevant
- Match offender requirements to provision
- Liaise with potential providers to confirm availability, identify any known issues
- Share suggested plan with OM
- Initiate / arrange further assessment/referral requirements with OM
- Complete offender schedule for OM to share with offender.

Completed referral

Provider

- Confirmation of offender details
- Initiate timely delivery
- Confirm attendance, engagement and compliance and completion to resource center and OM



- For IP via Ndelius
- For wider providers, via agreed data solutions

User view

User view

Performance, Quality and Effective practice

Demand and opportunity

Contract management and payment



Questions



1. What are your views on the proposed regional co-ordination approach?
2. Are there are other functions that providers would like to see featured?
3. Are there risks with this approach? How could we mitigate against these?
4. Is there anything we could do to reduce potential barriers to smaller or specialist providers?
5. Are there administrative elements of the regional co-ordination function that you think could be more effectively delivered by other organisations on behalf of NPS?



HM Prison &
Probation Service

Please send any comments, questions and feedback to
ProbationDynamicFramework@justice.gov.uk

