Probation Programme Market Warming Webinar

Dynamic Framework for Rehabilitation & Resettlement Services

26th November 2019
Disclaimer

The Ministry of Justice ("MoJ") is undertaking this market engagement ("ME") following on from the ‘Strengthening Probation, Building Confidence’ public consultation, which was launched on 27 July 2018 and ended on 21 September 2018. Please note that MoJ:

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• is not committed to any course of action as a result of this ME.
## Agenda

<table>
<thead>
<tr>
<th>Item</th>
<th>Speaker</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction - session objectives &amp; overview</td>
<td>Rob Price</td>
<td>10 minutes</td>
</tr>
<tr>
<td>Procuring through the Dynamic Framework – testing our approach</td>
<td>Su Leeming</td>
<td>50-60 minutes</td>
</tr>
<tr>
<td>Approach to Performance Measurement</td>
<td>Sue Rex</td>
<td>15-20 minutes</td>
</tr>
<tr>
<td>Payment models and principles</td>
<td>Rob Price</td>
<td>15-20 minutes</td>
</tr>
<tr>
<td>Next Steps &amp; Wrap Up</td>
<td>Rob Price</td>
<td>5-10 minutes</td>
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</table>
To update the market and gather feedback on the following topics:

- Key timelines for the Dynamic Framework competition
- Category aggregation of Day 1 Services
- Geographical aggregation of Day 1 Services
- Implication for contract size / value arising from aggregation options
- Proposed Performance Management regime
- Proposed Paymech options
Reminder of key timelines for Dynamic Framework

- Launch of Invitation to Participate / OJEU Contract Notice – early Jan 2020

- Qualification of suppliers on to the DF – 2 phases
  - Early Jan – early Feb
  - Early March – end March

- Call Off Competitions for Day 1 Services – from late April 2020 onwards

- Timing for ongoing / continuous qualification on to the framework (ie after end March 2020) is still TBC
Procurement through the Dynamic framework: Testing our approach

Su Leeming
Purpose

- Provide an overview of the Day 1 Dynamic Framework categories
- Outline the proposed category aggregation and rationale
- Explore the geographical options for Day 1 procurement
- Share indicative contract values
- Seek feedback from the market
Day 1 Services procured through Dynamic Framework

10 need area categories have been identified for Day 1

1. Accommodation
2. Education, Training and Employment
3. Finance, Benefit and Debt
4. Addictions & Dependencies
5. Emotional and Personal Well-Being
6. Social Inclusion
7. Family & Significant Others
8. Lifestyle & Associates
9. Women 18+
10. Young Adult Males 18-24
**OM - Assess & Plan**
- Identify needs, assess motivation & readiness
- Complete sentence plan
- Makes timely referral to DF Partner
- Ongoing discussion with DF and other partners

**Accommodation Provider - Assess & Plan**
- Provider specialist assessment and confirm options
- Identify barriers to achieving the plan
- Ongoing discussion with Responsible Officer and other partners
- Communicate action plan developed with service user/including timescales

**Deliver housing-related support which promotes:**
- Maximising and maintaining independent living
- Living within a suitable environment which meets the individuals needs.
- Developing skills to maintain their tenancy/accommodation
- Safety and security of accommodation

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**Accommodation Outcomes**:
An individually-tailored accommodation service in which:
- Barriers to obtaining and/or sustaining accommodation are removed.
- Settled accommodation is obtained.
- Settled accommodation is sustained.
- Homelessness is prevented (including at the start of a prison sentence and for those leaving prison).
- In every applicable case, the accommodation promotes public protection, helps prevent future victims and is safe for the SU.

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**Offender Type & Suitability**:
All Have an identified accommodation need, linked to reoffending/harm

<table>
<thead>
<tr>
<th>Complexity</th>
<th>Low Complexity  (average 5 days)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement</td>
<td>Sustain housing for short sentences of less than 6 months</td>
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<tr>
<td></td>
<td>Explore and advise on options for short term accommodation private / LA.</td>
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<td></td>
<td>Support to meet occupancy obligations.</td>
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<td></td>
<td>Housing application &amp; associated processes.</td>
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<td></td>
<td>Provide support guidance and liaison to ensure continuation of an existing tenancy.</td>
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<tr>
<td></td>
<td>Deliver housing advice and tenancy sustainment including managing arrears and liaison w ith accommodation providers.</td>
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<table>
<thead>
<tr>
<th>Complexity</th>
<th>Medium Complexity  (average 12 days)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement</td>
<td>Assist the service user in making referrals to social housing, charitable housing provision and private providers.</td>
</tr>
<tr>
<td></td>
<td>Advocacy and liaison w ith multi-agency partners (health, social care adult/ children) to support applications/referrals in the case of supported accommodation.</td>
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<tr>
<td></td>
<td>Assist referral to providers including for furniture and other household essentials.</td>
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<tr>
<td></td>
<td>Accessing rent and bond schemes</td>
</tr>
<tr>
<td></td>
<td>Crisis support i.e. eviction notice, ASB etc.</td>
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<tr>
<td></td>
<td>Provision of ROTL and medium-term bed spaces</td>
</tr>
<tr>
<td></td>
<td>Provide legal support and advice on rights.</td>
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<tr>
<td></td>
<td>1:1 w ork to build independent living and budgeting skills incl. floating support &amp; good tenant schemes.</td>
</tr>
<tr>
<td></td>
<td>Private rented sector incl. brokering placements, accompanied visits</td>
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<td></td>
<td>Support access to ow n/ other direct access accommodation</td>
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<table>
<thead>
<tr>
<th>Complexity</th>
<th>High Complexity  (average 20 days)</th>
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<tbody>
<tr>
<td>Implement</td>
<td>Attend multi-agency partnership meetings as requested / provide report for update w here required.</td>
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<tr>
<td></td>
<td>Response to risk management issues identified by OM and liaison w ith key partners</td>
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<tr>
<td></td>
<td>Mentoring w here required</td>
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<tr>
<td></td>
<td>Crisis support e.g. late release from custody, links w ith LA’s re emergency options</td>
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<tr>
<td></td>
<td>Services for challenging groups e.g. care leavers, foreign nationals (in line w ith legislation) sex offenders, arsonists, disabled, elderly, mentally impaired</td>
</tr>
<tr>
<td></td>
<td>Move on from approved premises or BASS</td>
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**Review & Evaluate :**
Provide wrap around, escort, report on and follow through to achieve outcomes as set out in action plan. | Building and maintaining motivation

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**Preventing victims by changing lives**
## Finance Benefit & Debt

### Offender Manager - Assess & Plan
- Identify needs, assess motivation & readiness
- Complete sentence plan
- Makes timely referral to Provider
- Ongoing discussion with Provider

### Finance Benefit & Debt Provider - Assess & Plan
- Provide specialist assessment and confirm options
- Identify barriers to achieving the plan
- Ongoing discussion with Responsible Officer and other partners
- Communicate action plan developed with service user/including timescales

### Deliver Finance Benefit & Debt support to promote:
- Targeted support to maximise opportunities that engage service users at the right time and the right place (pre-release / community) and in partnership.
- Equips users with the skills to gain a sense of financial control.
- Motivated and engaged service users

## Finance Benefit & Debt Outcomes

- Financial management skills are developed and/or enhanced.
- Benefit claims are sustained for short prison sentences, up to 6ms
- Service Users can successfully navigate the benefits system, including online banking skills
- Pathways are established to maintain and sustain an income, safely manage money and reduce debt
- Service users have access to appropriate financial products, advice and/or services.
- Quick access to universal credit, including pre-release referrals
- Understanding of the impact of DWP sanctions on public protection

## Offender Type & Suitability:
All Have an identified Finance Benefit & Debt need, linked to reoffending/harm

- Not overly reliant on friends/family or others
- Circumstances leading to prolonged financial pressure.
- Supports themselves through legitimate means
- May commit crimes 'on the side' to supplement legal income.
- May rely on others for what they consider to be necessities
- Are unable to pay debts because of other 'demands'.
- Income comes from the proceeds of crime (dealing drugs, robbery, stolen goods)
- Relies on others for basic necessities and luxuries
- Servicing debts to legitimate external sources
- Unable to meet household and essentals bills

## Complexity Levels

<table>
<thead>
<tr>
<th>Low Complexity – (average 5)</th>
<th>Medium Complexity - (average 12)</th>
<th>High Complexity – (average 20)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Implement</strong></td>
<td><strong>Implement (incorporates low complexity)</strong></td>
<td><strong>Implement (incorporates low &amp; medium complexity)</strong></td>
</tr>
<tr>
<td>Wraparound support to ensure access to all benefits entitled to</td>
<td>Training to build budgeting skills and improved financial literacy</td>
<td>Support to access specialist resource to address specific needs i.e. gambling and financial capability courses.</td>
</tr>
<tr>
<td>Targeted support through critical stages (such as release from prison and other transitions)</td>
<td>Advice to ensure understanding of loans, including payday loans and universal credit sanctions</td>
<td>Services for challenging groups e.g. care leavers, foreign nationals (in line with legislation) sex offenders, disabled, elderly, mentally impaired</td>
</tr>
<tr>
<td>Support to secure bank accounts, credit cards and obtain necessary ID.</td>
<td>Putting a plan in place to manage debts which requires oversight: Work with service user to make arrangements to pay down debts (i.e. housing arrears, fines etc.)</td>
<td></td>
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<tr>
<td>Advice which ensures that welfare benefits, debt and education do not prevent users taking up job opportunities</td>
<td>Deliver finance and benefit workshops where appropriate.</td>
<td></td>
</tr>
<tr>
<td>Support to access and develop online banking skills</td>
<td>Assist the service user to complete and make referrals to relevant agencies.</td>
<td></td>
</tr>
<tr>
<td>Improved access to benefits entitled to and increase non essential outgoings.</td>
<td>Provide updates to Offender Manager as required for use in multi-agency forums.</td>
<td></td>
</tr>
<tr>
<td>Improved security of income and / achievement of minimum level of income.</td>
<td>Review &amp; Evaluate: Provide wrap around, escort, report on and follow through to achieve outcomes as set out in action plan.</td>
<td></td>
</tr>
</tbody>
</table>

**Building and maintaining motivation**
# Education Training & Employment

## Offender Manager - Assess & Plan
- Identify needs, assess motivation & readiness
- Complete sentence plan
- Makes timely referral to Provider
- Ongoing discussion w ith Provider

## Employment Education & Training Provider – Assess & Plan
- Provide specialist assessment and confirm options
- Identify barriers to achieving the plan
- Ongoing discussion w ith Responsible Officer and other partners
- Communicate action plan developed w ith service user/ including timescales

## Deliver Employment Education & Training support to promote:
- Job stability and improved quality of employment education and training.
- Opportunities that engages service users in the development of skills and qualifications that they can use to access employment.
- Motivates and engages service users.

<table>
<thead>
<tr>
<th>Employment Education &amp; Training Outcomes:</th>
<th>Offender Type &amp; Suitability: All Have an identified Addiction &amp; Dependency need, linked to reoffending/harm</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Barriers to education, employment and training are removed</td>
<td>• Have satisfactory basic level numeracy &amp; literacy</td>
</tr>
<tr>
<td>• Suitable training, education and employment is obtained</td>
<td>• -Have been previously employed may have gaps due to redundancy etc.</td>
</tr>
<tr>
<td>• Suitable training, education and employment is sustained</td>
<td>• No evidence of learning need.</td>
</tr>
<tr>
<td>• Skills are developed to maintain and/or enhance education/training status</td>
<td>• Values benefits of working</td>
</tr>
<tr>
<td>• Skills, qualifications and attitudes are developed through education, employment and/or training to maximise self-development and employability</td>
<td></td>
</tr>
<tr>
<td>• Create a training, education and employment pathway</td>
<td></td>
</tr>
<tr>
<td>• Understand employment legislation and its impact on users from the justice system</td>
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</tbody>
</table>

## Low Complexity – (average 5)
- Job clubs and internet cafes pathway to apprenticeships and training
- Advocacy, including acting as a champion or referee to potential employers
- Support to access tailored education and training opportunities for Service users with specific needs, e.g. physical and learning disabilities
- Photo ID, CV writing, interview preparation, job applications, including advice on the disclosure of offences
- Align with ETE networks and DWP in community and in prisons.

## Medium Complexity – (average 12)
- Literacy and numeracy courses, computer skills
- Locate and support to access discretionary funding:
  - Provision of equipment, business start-up.
  - Volunteer and trainee placements available
  - Supported training and education courses
  - Support to access training, volunteering and apprenticeships

## High Complexity – (average 20)
- Support and follow through on referrals to specialist agencies for further assessments to support options and opportunities, i.e. learning need assessments.
- Services for challenging groups e.g. care leavers, foreign nationals (in line w ith legislation) sex offenders, disabled, elderly, mentally impaired

## Implement (incorporates low complexity)
- Support and follow through on referrals to specialist agencies for further assessments to support options and opportunities, i.e. learning need assessments.
- Services for challenging groups e.g. care leavers, foreign nationals (in line w ith legislation) sex offenders, disabled, elderly, mentally impaired

## Implement (incorporates low & medium complexity)
- Support and follow through on referrals to specialist agencies for further assessments to support options and opportunities, i.e. learning need assessments.
- Services for challenging groups e.g. care leavers, foreign nationals (in line w ith legislation) sex offenders, disabled, elderly, mentally impaired

## Review & Evaluate:
- Provide wrap around, escort, report on and follow through to achieve outcomes as set out in action plan. | Building and maintaining motivation

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**Preventing victims by changing lives**
Addictions & Dependencies

**Offender Manager - Assess & Plan**
- Identify needs, assess motivation & readiness
- Complete sentence plan
- Makes timely referral to Provider
- Ongoing discussion with Provider

**Addiction & Dependency Provider - Assess & Plan**
- Provide specialist assessment and confirm options
- Identify barriers to achieving the plan
- Ongoing discussion with Responsible Officer and other partners
- Communicate action plan developed with service user/including timescales

**Deliver Addiction & Dependency support to promote:**
- Opportunities that engage service users at the right time and the right place (pre-release/community) and in partnership.
- Equips users with the tools to identify and appropriately utilise strengths
- Positive constructive relationships
- Motivates and engages service users

**Addiction & Dependency Outcomes:**
- Cycle of dependency is broken
- Increased understanding of addictive behaviours and triggers and options to reduce dependency
- Improved physical health and mental resilience
- Enhanced skills to manage risky situations which may pose a trigger
- Enhanced belief in ability to manage/desist from addiction(s) in question
- Dependency pathways established to manage a range of addictive behaviours, including access into other treatment providers and detox programmes
- Support the continuity of care from prison into the community
- Minimise risk of overdose following release from prison

**Offender Type & Suitability:**
All Have an identified Addiction & Dependency need, linked to reoffending/harm

- Service users who are highly motivated and have had sustained period of abstinence.
  - Have successfully engaged in a period of treatment. Require support to maintain abstinence.
- Services users who have had lapses/crises that may lead to relapse.
  - Moderate level of motivation require high level of support.
  - At transition points i.e. prison to community.
- N/A Refer to Drug Rehabilitation Requirement or Alcohol Treatment Requirement. For Service Users released from custody utilise appropriate continuity of care pathways.

**Implement (incorporates low complexity)**
- Delivery of ‘alcohol brief interventions’
- Referral support & advocacy to specialist local treatment providers
- Structured interventions which address areas not provided by other commissioning bodies and which e.g. build ability to stay safe while waiting to access treatment

**Review & Evaluate:**
Provide wrap around, escort, report on and follow through to achieve outcomes as set out in action plan. | Building and maintaining motivation

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**Low Complexity – (average 5)**
- Access to activities which give a sense of purpose and aspiration for the future e.g. constructive activities to appropriately substitute harmful behaviours for positive ones, e.g. sport, leisure
- Development of personalised plans to enhance readiness for change.
- Devising of relapse prevention strategies to include recovery cycles and lapse management.
- Support to manage triggers and habits i.e. (keeping a diary as a tool to manage patterns of behaviour)
- Crisis intervention support

**Medium Complexity – (average 12)**
- **Implement**
  - Delivery of ‘alcohol brief interventions’
  - Referral support & advocacy to specialist local treatment providers
  - Structured interventions which address areas not provided by other commissioning bodies and which e.g. build ability to stay safe while waiting to access treatment

**High Complexity – N/A**

Preventing victims by changing lives
## Relationships, Family, & Significant Others

### Offender Manager - Assess & Plan
- Identify needs, assess motivation & readiness
- Complete sentence plan
- Makes timely referral to Provider
- Ongoing discussion with Provider

### Wellbeing Relationships Family & Significant others provider - Assess & Plan
- Provide specialist assessment and confirm options
- Identify barriers to achieving the plan
- Ongoing discussion with Responsible Officer and other partners
- Communicate action plan developed with service user including timescales

### Deliver Wellbeing Relationships Family & Significant others to promote:
- Opportunities that engages service users at the right time and the right place (pre-release/community) and in partnership.
- Equips users with the tools to identify and appropriately utilise strengths
- Positive constructive relationships
- Motivates and engages service users

### Relationships – Family & Significant Others Outcomes
- Positive family relationships are developed.
- Positive, confident and responsible parenting behaviours are demonstrated.
- Improved ability to develop positive intimate relationships including communication resilience, negotiation and assertiveness skills.
- Reduction in conflict with family & significant others

### Offender Type & Suitability:
**All Have an identified Relationships Family & Significant others need, linked to reoffending/harm**
- Has regular contact with family and or significant others.
- Supportive of family members
- Has previously lost contact and recently renewed contacts
- Describes some difficulties in relationships with family and significant others.
- In the process of resolving difficulties
- Has good relationship with some but not all family and significant others
- Little or no contact with family
- Argues when contact
- Does not care about what family thinks, feel or expects
- Describes hostile, indifferent uncaring relationships with family and significant others

### Low Complexity – (average 5)
- Interventions which build on developing positive friendships, risks and being vulnerable to gang affiliation
- Developing and sustaining good parenting skills.
- Detecting the early signs and developing strategies to avoid harmful relationships

### Medium Complexity – (average 12)
- Managing roles, emotions, authority and conflict in peer and familial relationships, including safety planning considerations.
- Structured interventions e.g. one to one / group to build skills and ability to sustain positive family relationships including supporting reintegration after release from prison.
- Structured, evidence-based interventions which address underlying attitudes and thoughts which support abusive behaviour and build skills to enable Service Users to have healthy intimate relationships

### High Complexity – (average 20)
- Links to Social Services to address urgent presenting need
- Support and follow through on referrals to specialist agencies for further assessments to support options and opportunities.
- Services for challenging groups e.g. care leavers, foreign nationals (in line with legislation) sex offenders, disabled, elderly, mentally impaired

### Review & Evaluate:
Provide wrap around, escort, report on and follow through to achieve outcomes as set out in action plan. | Building and maintaining motivation

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Preventing victims by changing lives
### Lifestyle & Associates

**Offender Manager - Assess & Plan**
- Identify needs, assess motivation & readiness
- Complete sentence plan
- Makes timely referral to Provider
- Ongoing discussion with Provider

**Wellbeing - Lifestyle & Associates Provider - Assess & Plan**
- Provide specialist assessment and confirm options
- Identify barriers to achieving the plan
- Ongoing discussion with Responsible Officer and other partners
- Communicate action plan developed with service user/including timescales

**Deliver Wellbeing - Lifestyle and Associates to promote:**
- Opportunities that engages service users at the right time and the right place (pre-release / community) and in partnership.
- Equips users with the tools to identify and appropriately utilise strengths
- Positive constructive relationships
- Motivates and engages service users

### Lifestyle & Associates Outcomes:
- Improved pro-social self-identity and community-based support networks.
- Sustained engagement in pro-social leisure interests and purposeful activities.
- Reduced engagement with pro-criminal associates and activities.
- Increased ability to move away from abusive or inappropriate relationships.
- Increased reliance on positive peer networks.
- Service users are engaged in their community and able to make a positive contribution.

### Offender Type & Suitability:
- All Have an identified Lifestyle and Associates need, linked to reoffending/harm
  - Actively takes time to join activities outside of offending.
  - Recognising the value of strong social support groups.
  - Has got one or more close friends not involved in criminal activity.
  - Some involvement in community activities.
  - Some affiliation to non-offending groups and activities but does not have a central role.
  - Aware of value of positive attachments but does not have any at present.
  - No attachments or associations unrelated to offending behaviour.
  - Does not belong to community groups or organised activities and does not place value on being part of them.
  - No strong relationships outside of immediate family with people who don't offend.

### Low Complexity – (average 5)
**Implement**
- Support to help SUs develop healthy self-image, pro-social attitudes and to manage feelings/situations which create triggers.
- Interventions which build skills to develop positive friendships and peer relationships.

### Medium Complexity – (average 12)
**Implement (incorporates low complexity)**
- Support to enable access to services that develop social integration and skills and reduce social isolation including on release from custody.
- Support to develop new social bonds, unrelated to offending.
- Support to develop positive interests, such as sports, hobbies, volunteering, particularly on release from prison, within local communities.

### High Complexity – (average 20)
**Implement (incorporates low and medium complexity)**
- Support in managing situations and relationships which make SUs vulnerable, e.g. county lines, gang affiliations and exposure to extremism.

### Review & Evaluate:
- Provide wrap around, escort, report on and follow through to achieve outcomes as set out in action plan. | Building and maintaining motivation

Preventing victims by changing lives
## Emotional Wellbeing

### Offender Manager - Assess & Plan
- Identify needs, assess motivation & readiness
- Complete sentence plan
- Makes timely referral to Provider
- Ongoing discussion with Provider

### Emotional Wellbeing provider - Assess & Plan
- Provide specialist assessment and confirm options
- Identify barriers to achieving the plan
- Ongoing discussion with Responsible Officer and other partners
- Communicate action plan developed with service user/including timescales

### Deliver Emotional well-being interventions and services to promote:
- Opportunities that engages service users at the right time and the right place (pre-release / community) and in partnership.
- Equips users with the skills to develop emotional balance and resilience.
- Positive constructive relationships
- Motivates and engages service users

### Emotional Well-being Outcomes:
- Development of coping skills and strategies to regulate mood and demonstrate perspective-taking and self-care by avoiding risky situations
- Development of an appropriate level of self-efficacy, resilience and confidence.
- Increased ability to engage with and access mental health services, where appropriate
- Ability to recognise and manage triggers to worsening well-being.
- Compliance with medication &/treatment / therapy programmes
- Increased ability to build and maintain appropriate social interactions.

### Offender Type & Suitability:

<table>
<thead>
<tr>
<th>Complexity</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>Low Complexity</td>
<td>Is not socially isolated and interacts with others</td>
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<tr>
<td></td>
<td>Has diagnosed documented psychological problems but is being managed well requires support to maintain engagement.</td>
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<tr>
<td></td>
<td>Suffered psychological and mental health problems over a period of time and is documented. Needs significant level of support to engage.</td>
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<tr>
<td></td>
<td>Has coping strategies but need assistance</td>
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<tr>
<td></td>
<td>Shows signs of stress in meetings requires support to effectively engage.</td>
</tr>
<tr>
<td></td>
<td>Social isolation and requires support.</td>
</tr>
<tr>
<td>Medium Complexity</td>
<td>Development of coping skills and strategies to manage emotions linked to offending such as: shame, guilt, embarrassment, despair</td>
</tr>
<tr>
<td>High Complexity</td>
<td>Development of an appropriate level of self-efficacy, resilience and confidence.</td>
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<tr>
<td></td>
<td>Increased ability to engage with and access mental health services, where appropriate</td>
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<tr>
<td></td>
<td>Has worries or issues and feels unable to cope.</td>
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<td>High level support to Service users in conjunction with multi-agency partners to consistently engage with treatment.</td>
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### Implement

<table>
<thead>
<tr>
<th>Complexity</th>
<th>Support to identify, understand and address trauma related events linked to offending</th>
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<tbody>
<tr>
<td></td>
<td>Support for users to develop a sense of self and emotional and cognitive stability, self-care and overall wellbeing</td>
</tr>
<tr>
<td></td>
<td>Support to develop strategies to manage emotions linked to offending such as: shame, guilt, embarrassment, despair</td>
</tr>
<tr>
<td>Low Complexity</td>
<td>Support to foster confidence, belief and hope in oneself (i.e. guarding against anxiety, isolation, overcoming stigma by knowing how and from whom to access appropriate support)</td>
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<td></td>
<td>Structured and semi-structured, evidence-based interventions to improve emotional self-management to promote personal well-being.</td>
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<td>Ensuring that the SU accessing the intervention has continuation of service or links into local mental health teams</td>
</tr>
<tr>
<td>Medium Complexity</td>
<td>High level support to Service users</td>
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### Review & Evaluate:
- Provide wrap around, escort, report on and follow through to achieve outcomes as set out in action plan.
- Building and maintaining motivation

Preventing victims by changing lives
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<th>LOT 4 Specialisms</th>
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<td><strong>LOT 4a – Women</strong></td>
<td><strong>Lot 4c – Male 18 - 24</strong></td>
</tr>
<tr>
<td>Organisations offering women-specific services aimed at helping women live safe and offence-free lives.</td>
<td>Organisations offering a specific service to young adults that promote maturity and help them develop stable pro-social identity.</td>
</tr>
</tbody>
</table>

**Outcome Sought:**
Delivery of interventions using a trauma informed approach that lead to:

<table>
<thead>
<tr>
<th>LOT 4a – Women</th>
<th>Lot 4c – Male 18 - 24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvement of self-worth, self-efficacy and confidence.</td>
<td>develops positive social connections and a support network.</td>
</tr>
<tr>
<td>Development of skills to control impulsive behaviour and destructive emotions.</td>
<td>increase resistance to peer influence.</td>
</tr>
<tr>
<td></td>
<td>improve self-sufficiency and independence.</td>
</tr>
<tr>
<td></td>
<td>build skills to manage emotions and impulses.</td>
</tr>
</tbody>
</table>

**Potential Interventions include Interventions that:**

<table>
<thead>
<tr>
<th>LOT 4a – Women</th>
<th>Lot 4c – Male 18 - 24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are tailored to meet women’s rehabilitative needs delivered in safe and positive women-only spaces</td>
<td>Recognise the Adverse Childhood Experiences that may have been experienced, and are tailored to how this relates to offending behaviour</td>
</tr>
<tr>
<td>Recognise the trauma or adverse events women (e.g. domestic abuse victims) may have experienced, and are tailored to how this relates to offending behaviour.</td>
<td>Provide access to schemes providing extra support and structure during the transition from prison to community, including family focused work to prepare the home environment for a return from custody</td>
</tr>
<tr>
<td>Improve or maintain links with children and families</td>
<td>Identify structured programmes and wraparound services which enhance thinking skills, stress management, relaxation and mindfulness with the aim of developing positive social connections with support from community organisations, mentoring and support schemes</td>
</tr>
<tr>
<td>Assist women manage the impact of domestic abuse.</td>
<td>Facilitate space for offenders to safely share experiences</td>
</tr>
<tr>
<td>Help women exit sex work and sexual exploitation</td>
<td>Promote maturity</td>
</tr>
</tbody>
</table>

**Potential Interventions include Interventions that:**

<table>
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</tr>
<tr>
<td>Help women exit sex work and sexual exploitation</td>
<td>Promote maturity</td>
</tr>
</tbody>
</table>

**The outcomes and potential interventions from all categories are required for those with protective characteristic of women. The methods utilised for delivery of interventions should be tailored and sequenced effectively to this cohort of service users. Costed to allow for a small number of additional sessions.**

**The outcomes and potential interventions from all other categories are required for those with the protective characteristics of Young Adults. The methods utilised for delivery of interventions should be tailored and sequenced effectively to this cohort of service users. Costed to allow for a small number of additional sessions.**
Any Questions or Comments on the Dynamic Framework Categories?

Please note the next topic will be category aggregation.
# Day 1 Services procured through Dynamic Framework

10 need area categories have been identified for Day 1:

<table>
<thead>
<tr>
<th>Category</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Accommodation</td>
<td>6. Mentoring / Social Inclusion</td>
</tr>
<tr>
<td>2. Education, Training and Employment</td>
<td>7. Family &amp; Significant Others</td>
</tr>
<tr>
<td>3. Finance, Benefit and Debt</td>
<td>8. Lifestyle &amp; Associates</td>
</tr>
<tr>
<td>5. Emotional and Personal Well-Being</td>
<td>10. Young Adult Males 18-24</td>
</tr>
</tbody>
</table>
Proposed Category Aggregation for Day 1 services

It is proposed that these 10 categories will be aggregated into the below Lots for Day 1 procurement:

Lot 1. Accommodation
Lot 2. ETE and Finance/Benefits and Debt
Lot 3. Addictions and Dependencies

Lot 4 will be procured through separate call-offs to meet the needs of the three following cohorts:
- Lot 4a (Women 18+)
- Lot 4b (Male Adults aged 25+)
- Lot 4c (Males aged 18-24)
Rationale for Category Aggregation

Lot 1 Accommodation – a standalone category which meets a key rehabilitative need and will need to include a range of activities and links with local agencies to secure the desired outcomes.

Lot 2 ETE and Finance/ Benefits and Debt – access to appropriate employment, training and education opportunities is supported by ensuring income has been maximised and an understanding of the implications on benefits of different decisions. Specialist debt advice will additionally be required.

Lot 3 Addictions and Dependencies – interventions which enable people to access existing specialist provision and which build motivation and an ability to stay safe whilst awaiting treatment require specific skills but look similar between different addictions and dependencies.

Lot 4 Well-being, Relationships and Personal Change – there is an overlap between the approaches that can be used to promote overall well-being which include building skills to function effectively in daily life, strengthening positive relationships with friends and family and limiting the negative influence of offending peers and others, alongside developing confidence to engage with pro-social activities.

Cohorts – Evidence suggests that different approaches are needed to meet the specific needs of women and young adults. Interventions delivered in ways that respond to this are likely to be most effective.
Any Questions or Comments on Category Aggregation?

Please note the next topic will be geographical options procurement.
Proposed Geographical Level: Option 1

There are two geographical options for the level at which Day 1 services will be procured.

Option 1: Procure all Lots at PCC level
Proposed Geographical Level: Option 2

Option 2: Procure Lots 1 & 2 at NPS Regional Level
Procure Lots 3 & 4 at PCC level

Regional Level:
1. Accommodation
2. Education, training and employment & Finance, Benefit and Debt

PCC Level Lots:
3. Addiction and Dependencies
4. Wellbeing, Relationships & Personal Change
   4a. Male Cohort
   4b. Women Cohort
   4c. Young Adults Cohort
Any Questions or Comments on the Geographical Options?

Please note the next topic will be indicative contract values.
# Indicative Contract Values (1)

Not for wider distribution

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Adult Males</td>
</tr>
<tr>
<td><strong>Nottinghamshire</strong></td>
<td>£400,000</td>
<td>£980,000</td>
<td>£360,000</td>
<td>£900,000</td>
</tr>
<tr>
<td><strong>Derbyshire</strong></td>
<td>£310,000</td>
<td>£760,000</td>
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<tr>
<td><strong>Leicestershire</strong></td>
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<td>£580,000</td>
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<tr>
<td><strong>Essex</strong></td>
<td>£420,000</td>
<td>£1,040,000</td>
<td>£380,000</td>
<td>£950,000</td>
</tr>
<tr>
<td><strong>Northamptonshire</strong></td>
<td>£250,000</td>
<td>£610,000</td>
<td>£230,000</td>
<td>£560,000</td>
</tr>
<tr>
<td><strong>Norfolk</strong></td>
<td>£190,000</td>
<td>£470,000</td>
<td>£180,000</td>
<td>£440,000</td>
</tr>
<tr>
<td><strong>Bedfordshire</strong></td>
<td>£170,000</td>
<td>£410,000</td>
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<td>£380,000</td>
</tr>
<tr>
<td><strong>Suffolk</strong></td>
<td>£140,000</td>
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<tr>
<td><strong>Cambridgeshire</strong></td>
<td>£200,000</td>
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<td>£450,000</td>
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<tr>
<td><strong>Greater Manchester</strong></td>
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<td>£2,500,000</td>
<td>£930,000</td>
<td>£2,300,000</td>
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<tr>
<td><strong>Surrey</strong></td>
<td>£170,000</td>
<td>£410,000</td>
<td>£150,000</td>
<td>£380,000</td>
</tr>
<tr>
<td><strong>Kent</strong></td>
<td>£460,000</td>
<td>£1,140,000</td>
<td>£420,000</td>
<td>£1,050,000</td>
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<tr>
<td><strong>Sussex</strong></td>
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<td>£760,000</td>
<td>£280,000</td>
<td>£700,000</td>
</tr>
<tr>
<td><strong>Metropolitan Police</strong></td>
<td>£3,790,000</td>
<td>£9,340,000</td>
<td>£3,460,000</td>
<td>£8,600,000</td>
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<tr>
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<td>£460,000</td>
<td>£1,140,000</td>
<td>£420,000</td>
<td>£1,060,000</td>
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<tr>
<td><strong>Cleveland</strong></td>
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<td>£670,000</td>
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<td>£620,000</td>
</tr>
<tr>
<td><strong>Durham</strong></td>
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<td>£160,000</td>
<td>£390,000</td>
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<tr>
<td><strong>Cheshire</strong></td>
<td>£320,000</td>
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</tr>
</tbody>
</table>
## Indicative Contract Values (2)

Not for wider distribution

<table>
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<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Adult Males</td>
</tr>
<tr>
<td>Lancashire</td>
<td>£460,000</td>
<td>£1,140,000</td>
<td>£420,000</td>
<td>£1,050,000</td>
</tr>
<tr>
<td>Cumbria</td>
<td>£140,000</td>
<td>£360,000</td>
<td>£130,000</td>
<td>£330,000</td>
</tr>
<tr>
<td>Hampshire</td>
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<td>£1,200,000</td>
<td>£450,000</td>
<td>£1,110,000</td>
</tr>
<tr>
<td>Thames Valley</td>
<td>£480,000</td>
<td>£1,170,000</td>
<td>£430,000</td>
<td>£1,080,000</td>
</tr>
<tr>
<td>Devon &amp; Cornwall</td>
<td>£310,000</td>
<td>£760,000</td>
<td>£280,000</td>
<td>£700,000</td>
</tr>
<tr>
<td>Dorset</td>
<td>£170,000</td>
<td>£430,000</td>
<td>£160,000</td>
<td>£390,000</td>
</tr>
<tr>
<td>Wiltshire</td>
<td>£160,000</td>
<td>£400,000</td>
<td>£150,000</td>
<td>£370,000</td>
</tr>
<tr>
<td>Gloucestershire</td>
<td>£150,000</td>
<td>£370,000</td>
<td>£140,000</td>
<td>£340,000</td>
</tr>
<tr>
<td>Avon and Somerset</td>
<td>£480,000</td>
<td>£1,180,000</td>
<td>£440,000</td>
<td>£1,090,000</td>
</tr>
<tr>
<td>North Wales</td>
<td>£210,000</td>
<td>£520,000</td>
<td>£190,000</td>
<td>£480,000</td>
</tr>
<tr>
<td>Dyfed-Powys</td>
<td>£110,000</td>
<td>£280,000</td>
<td>£100,000</td>
<td>£260,000</td>
</tr>
<tr>
<td>Gwent</td>
<td>£190,000</td>
<td>£460,000</td>
<td>£170,000</td>
<td>£420,000</td>
</tr>
<tr>
<td>South Wales</td>
<td>£510,000</td>
<td>£1,250,000</td>
<td>£460,000</td>
<td>£1,150,000</td>
</tr>
<tr>
<td>West Midlands</td>
<td>£1,150,000</td>
<td>£2,830,000</td>
<td>£1,050,000</td>
<td>£2,610,000</td>
</tr>
<tr>
<td>Staffordshire</td>
<td>£280,000</td>
<td>£690,000</td>
<td>£260,000</td>
<td>£640,000</td>
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<tr>
<td>West Mercia</td>
<td>£220,000</td>
<td>£550,000</td>
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<td>£500,000</td>
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<tr>
<td>Warwickshire</td>
<td>£120,000</td>
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</tbody>
</table>
Please send your completed feedback form to

ProbationDynamicFramework@justice.gov.uk by 28th Nov
Performance measures for Rehabilitation and Resettlement Interventions

Sue Rex
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 Fundamentals Right** ~ hold providers to account on sentence delivery and protecting the public, so probation commands public and sentencer confidence
Principles for new Performance Framework

Informed by good practice, the evidence base including findings from external and internal scrutiny, and experience under existing contracts:

- **Quality**: focus on quality rather than processes, applying Quality Measures based on Authority operational assurance audits, and strong provider QA
- **Outcomes**: promote positive outcomes (and related outputs) linked to reducing reoffending and harm
- **Targets**: transparent target setting, using baselines where possible
- **Financial incentives**: proportionality in setting deductions for performance failure linked to paymech principles
- **Oversight**: awareness of the overall oversight demands and avoiding duplication (consistent with our MoU with HMI Probation)
- **Alignment**: across probation system, reflecting consistent standards between contractual requirements, instructions and other guidance
- **Data**: improved provider awareness and access to the data necessary to track performance, and an ability to use provider data
A two-staged approach

The level of detail on the performance measures will differ at the two stages of the procurement: Invitation to Participate (ITP); and Call-Off Competition (COC):

At ITP Stage:
- We will set out the performance measures regime available for the Dynamic Framework, how it operates and links with remedies and termination
- We will not specify how the measures and more detailed performance metrics will be applied to each of the service categories

At COC Stage:
- For each competition for individual call off contracts, we will set out the specific metrics that will be applied as part of the ITT documentation.
- This will include the target proposed for each measure, the weighting determining its relationship with reduced payments, and the definition and data source for each measure
## Measures included in Invitation to Participate

<table>
<thead>
<tr>
<th>Performance measure</th>
<th>Definition</th>
<th>Reported</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery of interventions to referred service users</td>
<td>The percentage of positive completions of an intervention delivered as RAR, pre-release or a Licence Condition</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Achievement of outcomes by service users</td>
<td>The percentage of service users who meet the outcomes specified (success measures developed in the light of market feedback)</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Quality of delivery of intervention</td>
<td>Sufficient interventions enable service users to make progress in addressing their offending related needs</td>
<td>Half yearly</td>
</tr>
<tr>
<td>Quality of liaison with ROs</td>
<td>Liaison with ROs supports offender management, risk management, enforcement, and sentence delivery including pre and post release</td>
<td>Half yearly</td>
</tr>
</tbody>
</table>
Rating Quality

- Quality measures apply the methodology developed by the Authority in conducting operational assurance audits under the CRC contracts, with scores published as part of performance reporting.

- The audits on which quality measures are based will look for a level of performance consistent with the requirements set out in the contract and associated instructions and guidance, based on a randomly selected sample of cases.

- Consistent audit assessments is a high priority. This is achieved by recruiting staff with operational and audit experience: an extensive training programme: peer, across team and senior review of audit scores: and ensuring that audit criteria are robust, clear and transparent.

- Quality ratings summarise the extent to which audit results meet the accepted standard:

<table>
<thead>
<tr>
<th>Quality Rating</th>
<th>Percentage Range</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>≥87%</td>
<td>(Excellent)</td>
</tr>
<tr>
<td>Amber-Green</td>
<td>73-86%</td>
<td>(Acceptable)</td>
</tr>
<tr>
<td>Amber-Red</td>
<td>60-72%</td>
<td></td>
</tr>
<tr>
<td>Red</td>
<td>≤60%</td>
<td>(Fail)</td>
</tr>
</tbody>
</table>
Performance Remedies

- **Proportionate reductions in payments** will apply to underperformance – specific proposals will be shared in market engagement prior to call off competitions

- The ITP sets out the other contractual remedies for performance failure:
  - **Improvement plan** (triggered by performance 10% below target, or red on a quality measure)
  - **Rectification for material performance failure** (improvement plan trigger reached over a sustained period or for multiple performance indicators)
  - **Remedial Adviser** (improvement plan trigger reached over a longer period, or for the majority of performance indicators)
  - **Termination for critical performance failure** (improvement plan trigger reached for all indicators or over a sustained period for multiple indicators)
To ensure a proportionate approach, we will apply a scale linking performance measures and remedies to the size and value of the contract. All contracts will carry performance measures on delivery of the intervention. Termination will be available for all contracts for critical performance failure. Improvement plans will also be available for all contracts where performance falls below the trigger level. Medium and large contracts will carry performance measures on specified outcomes achieved. In addition to improvement plans, we may apply rectification depending on the nature of the services provided. Large contracts will also carry the quality measures – and we may make the appointment of a Remedial Adviser available, again depending on the nature of the services provided.
Payment models & key principles

Rob Price
## Reminder of DF Payment Principles

<table>
<thead>
<tr>
<th>Principle</th>
<th>Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure sufficient funding to cover the reasonable costs of (efficiently) providing a minimum acceptable level and standard of service</td>
<td>Essential</td>
</tr>
<tr>
<td>Encourage and facilitate attainment of agreed performance, quality or outcome measures</td>
<td>Essential</td>
</tr>
<tr>
<td>Reflect actual workload and respond easily to any workload changes (i.e. minimal effort to assess or negotiate changes; minimal dispute risk)</td>
<td>Essential</td>
</tr>
<tr>
<td>Be transparent and understandable for all parties</td>
<td>Essential</td>
</tr>
<tr>
<td>Minimise the resource required to manage it for all parties and be proportionate to the nature and value of the service</td>
<td>Essential</td>
</tr>
<tr>
<td>Allow a reasonable but not excessive profit / surplus; but not guarantee any minimum profit / surplus (e.g. if efficiency or performance is poor)</td>
<td>Essential</td>
</tr>
<tr>
<td>Assign risk to the appropriate party</td>
<td>Essential</td>
</tr>
<tr>
<td>Encourage partnering behaviours</td>
<td>Desirable</td>
</tr>
<tr>
<td>Discourage perverse gaming behaviour during bidding or contract operation</td>
<td>Desirable</td>
</tr>
<tr>
<td>Incentivise suppliers to find and share efficiencies</td>
<td>Desirable</td>
</tr>
</tbody>
</table>
# Payment Mechanism Options for Call Off Competitions

<table>
<thead>
<tr>
<th>Model / Option</th>
<th>Key Elements</th>
<th>Pros &amp; Cons</th>
<th>Situations Best Suited</th>
<th>Optional Features of Payment Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A fixed price (fee) for the service for an expected volume – with different volume units available of individual service users, hours or days etc</td>
<td>Agreed service fee from supplier would be based on volume estimate; If Auth exceed that volume then we then pay incrementally in units</td>
<td>Addresses volume risk for both parties; VFM concerns to if volume greatly exceeds expected volume</td>
<td>Would need to have easily defined volume units; Better suited to services with small variation from expected vols; Assume an option for Day 1 services</td>
<td>Minm volume guarantee; Performance related element</td>
</tr>
<tr>
<td>2. A fixed price (fee) for the service for an expected volume - with additional volume bands thereafter</td>
<td>Agreed service fee from supplier based on volume estimate; Authority to provide volume bands</td>
<td>Addresses volume risk for both parties; Authority to provide volume bands</td>
<td>Would need to have viable volume bands agreed; Better suited to services with greater volume volatility; Assume an option for Day 1 services</td>
<td>Minm volume guarantee; Performance related element</td>
</tr>
</tbody>
</table>
### Payment Mechanism Options for Call Off Competitions

<table>
<thead>
<tr>
<th>Model / Option</th>
<th>Key Elements</th>
<th>Pros &amp; Cons</th>
<th>Situations Best Suited</th>
<th>Optional Features of Payment Model</th>
</tr>
</thead>
</table>
| 3. Fixed price for agreed / fixed volume (or fixed cost grant) | Simple straightforward fixed fee | ➢ Simplicity  
➢ VFM concerns if delivery not produced | Small value; short term; “simpler” services  
Assume more for post Day 1 situations  
Smaller value COC’s / regional outcome & innovation fund | ➢ None anticipated |
| 4. Spot purchase arrangements for volume units of individual service users, group sessions, hours or days | Unit price charging No set volume parameters | ➢ Flexible & simple approach  
➢ But only where service already exists & there is capacity | Feels best suited to “top up” purchases within established market  
Assume better suited to post Day 1 & for small value COC’s | ➢ None anticipated |
Other relevant elements of Paymech models

• Contract length – variable; but assume majority of Day 1 services likely to be 3 years

• Where contracts are greater than 12 months in term then **Indexation** will apply to pricing to reflect the effects of inflation

• Applicability of **Mobilisation (Set Up) costs** will be considered & agreed at the Call Off Competition stage

• Applicability of any **minimum volume guarantee** mechanisms will be considered & agreed at Call Off Competition stage

• Applicability of any **Performance Related** elements will be considered & agreed at Call Off Competition stage

• Default approach to **Payments** will be to agree the annual “charge” through the COC and to pay in equal monthly amounts
Next Steps

• Further webinars planned for week commencing Dec 9th

• Focus will be on service enablers (digital & technology; workforce requirements; estates) and key commercial elements of the DF main contract

If you have any further feedback or questions please send to ProbationDynamicFramework@justice.gov.uk by ..... 

Thank you.