National Offender
Management Service

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

2014-17

Between

The National Offender Management Service as Commissioner and

Her Majesty's Prison Service

in the region

SOUTH WEST

Version Control Table		
Version No.	**Reason for Issue / Changes**	**Date Issued / Amended**
P 1.0	Published for Commissioning Round from 2014	1 April 2014

Table of Contents

Page

SECTION 1: DEFINED TERMS....4

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

SECTION 3: REGIONAL CUSTODIAL PROFILE....8
3.1 The South West Region 8
3.2 Prison Population 8
3.3 Regional Segmentation Profile..... 9
3.5 Resettlement Prisons.... 12
3.6 **Offender Journeys and Provision within the region.**.... 12

SECTION 4: COMMISSIONING INTENTIONS 17
4.1 A Regional Response to Commissioning Intentions.... 17
4.2 Regional Development Objectives 23

SECTION 5: ACCREDITED PROGRAMME PROVISION....31

SECTION 6: NOTICE OF CHANGE PROCESS 39
6.1 Discretionary Changes.... 39
6.2 Mandatory Changes 39
6.3 Documenting changes 40

SECTION 7: RESPONSIBILITIES, TERMS & CONDITIONS 40
7.1 Responsibilities 40
7.2 Delivery partners 40
7.3 Service Definition 41
7.4 Audit, Assurance and Risk Management.... 41

SECTION 8: MANAGING THE SLA....42
8.1 SLA Review Process 42
8.2 SLA Delivery Issues and Failures 43

SECTION 9: FINANCIAL PROTOCOL 43
9.1 Financial Framework.... 43
9.2 Principles of the Annual Operating Price and Funding Arrangements 43

SECTION 10: ISSUES RESOLUTION 44
10.1 Issues Resolution Process.... 44

ANNEX A: NOTICE OF CHANGE AND BUSINESS CASE TEMPLATES ...45

SECTION 1: DEFINED TERMS

Defined Terms

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

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

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

SECTION 2: FORM OF AGREEMENT

2.1 Purpose and Scope of this Document

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

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

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

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

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

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

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

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

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

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

2.2 Agreement

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

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

Name (Print): Simon Boddis

Position: Head of Commissioning Group

Date: 28 March 2014

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

Name (Print): Ferdie Parker

Position: Deputy Director of Custody (DDC)

Date: 26 March 2014

SECTION 3: REGIONAL CUSTODIAL PROFILE

3.1 The South West Region

The region is characterised by its size, rurality and relative lack of ethnic and cultural diversity compared to the other 8 English regions.

From the tip of Cornwall in the far west to Gloucester on its northern border is as long in distance as Gloucester to Glasgow. There are no prisons situated in Cornwall or the Scilly Isles, so offenders received into custody from there, and, especially women, are likely to be held many miles from their home area and local support for release. As there are no women's prisons in Wales, Eastwood Park also serves the South of Wales in particular.

While historically a low crime area, the south west includes three significant urban centres – Bristol, Plymouth and the Bournemouth/Poole conurbation – which are characterised by diverse historical narratives yet all represent key offender home locations for local remand prisons of Bristol and Exeter (Eastwood Park for female offenders).

Custodial specialisms and national resources within the region include a Mother and Baby Unit at Eastwood Park and sex offender treatment centres at Channings Wood and Ashfield. At HMP Erlestoke we also offer domestic violence and alcohol related violence courses. HMP Leyhill is currently one of only two open prisons, nationally, to provide enhanced risk management to test for release prisoners subject to indeterminate sentences including sex offenders. The re-roll of The Verne to an Immigration Removal Centre began in October 2013.

The South West region is also currently engaged in the 'New Ways of Working' process with five of the nine establishments involved in phase one. This means that they will have implemented the required NWOW changes by the 1st of April 2014. The impact of this has varied between establishments, but most have experienced either a reduction in resources or have had to restructure.

3.2 Prison Population

Since 2008, South West public sector prison places have reduced from a total operational capacity of 6355 to 5052 prisoner places. Of these 4,689 places are for adult males (this includes a small, variable number of places at HMPYOI Portland for male young offenders) and 363 places for women and girls. HMP Ashfield is a privately managed category C male prison holding up to 400 sex offenders.

There is no women's prison in Wales. Female offenders from Wales represent 42.05% of the population of Eastwood Park. Women from the south west are often transferred further a field from Eastwood Park. The distance from Cornwall is in excess of an eight hour round trip with no direct public transport link. This presents significant challenges to the delivery of resettlement work and family contact for primary carers.

The prison population is drawn largely from the south west (65% from June 2013 OLT data), but there are significant numbers of prisoners held from other regions currently, notably 9% from the west midlands region and 7% from south central. A proportion of south west prisoners are held in other regions (35%), this is often due to security classification (there are no high security or cat B trainers in the south west), or progression (women moving into the training estate where appropriate). The implementation of national policy should begin to keep a greater number of south west prisoners in the region for local discharge over the next few years. However,

due to the specialist nature of HMP Leyhill in testing and discharging indeterminate sentenced sex offenders, Eastwood Park's catchment area, and HMP Ashfield's role as a national sex offender treatment resource, it is anticipated that the region will continue to hold a reasonable number of non-south west prisoners, and transfer some prisoners outside the region for the reasons given above. As a Rehabilitation prison and as a national resource due to the interventions offered there, HMP Erlestoke is likely to accommodate an increased number of offenders from outside of the South West.

In 2013 we experienced the closure of HMP Shepton Mallet, HMP Gloucester and HMP Dorchester. This has meant a reduction of 189 category C places and 592 category B places. HMP The Verne has been re-designated as an Immigration Removal Centre an will hold detainees from February 2014. Prior to its re-role, the operational capacity of HMP The Verne was 607.

3.3 Regional Segmentation Profile.

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

Nationally there were 69,866 offenders within the segmentation data cohort. (6%) 4,189 offenders were identified within the segmentation data as being within South West Prisons (excluding Ashfield due to current re-role). When reviewing risk of reoffending (OGRS) data regionally:

- 27% were low risk (0-24) of re-offending,
- 21% were medium risk of re-offending (OGRS 25-49)
- 31% were high risk of re-offending (OGRS 50-74)
- 18% were very high risk of re-offending (OGRS 75-89)
- 3% whose risk of re-offending was prolific (OGRS 90-100)

Those offenders whom are high risk of re-offending are the most prevalent group within this region. The 25% of offenders whom are low risk of re-offending generally would not require services beyond those described as Core, however within this group are 247 sexual offenders who are identified as high risk of sexual reoffending on the OSP (excluding Ashfield, which when fully operational could more than double this number). The risk of reoffending levels within the South West region were very similar to the national profile.

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

- 35% of offenders in the region were violent offenders
- 21% of offenders had an acquisitive offence
- 13% of the regions offenders were sexual offenders
- 9% were convicted of Robbery
- 16% had a Drugs offence
- 2% had motoring as their main offence
- 3% had an offence classified as 'Other'

Violence, Acquisitive and Drug Offenders are the most prevalent groups within this region currently.. When reviewing the levels of each offence type against the national picture again the figures are generally representative. The number and therefore percentage of Sexual offenders will increase as Ashfield develops and it

is anticipated that this cohort will overtake drug offenders later in 2014. This may also lead to the South West accommodating a significantly larger cohort of this offence type compared with the overall national percentage (currently 14%).

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

- 37% had a sentence length of 4 years or more (determinate sentence)
- 30% serving between 1-4 years.
- 17% had an indeterminate sentence.
- 8% of the offenders had 12 months or less to serve
- 9% of offenders were identified as recalls.

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

- 3008 offenders in the region with an identified sentence end date
- 45% of these offenders had <6 months left to serve
- 22% had between 6 months and 1 year remaining on their sentence
- 21% had between 1 and 2 years left to serve
- 11% had between 2 and 5 years left of their sentence
- 1% had 5 or more years of time remaining to serve

The risk of violent reoffending assessment (OVP) data was analysed for the 1517 offenders identified as having violence as their main offence, including criminal damage and public order offences only (excluding ISPs, Recalls, unsentenced, non-criminal and young people (<18)).

- 28% were identified with a low risk of violent re-offending (OVP 0-29) and
- 33% scored a medium risk of violent reoffending (OVP 30-59);
- 12% were high risk of violent re-offending (OVP 60-79)
- 3% at very high risk of violent re-offending (OVP 80-99).
- 24% of the offenders with a violent offence had no valid OASys assessment.

There is also some national data analysis on the level of Domestic Violence offending within the violent offenders group. In Prisons, nationally, 16% of violent offenders are a current Domestic Violent perpetrator. 27% are perpetrators at some other time for Domestic violence, leaving 57% whom are not Domestic Violent perpetrators. On this basis up to 630 offenders in the South West region could potentially be a Domestic Violence perpetrator currently or at some other time. It is important to note that there may be additional offenders whom are or have been a domestic violence which is not part of their index offence.

When reviewing how much time these Violent offenders had left to serve, 3% had a medium or higher risk of violent reoffending with 2 or more years left to serve on their sentence.

The OSP score is an OASys sexual offence risk tool and segmentation data provides an overview of those offenders identified with having a sexual index offence. As stated previously, when Ashfield data is eventually included this profile data will change significantly. Currently 629 offenders were reviewed for their risk of re-offending (with a current sexual offence including those with a sexual motivation /element which are not statutory sexual offences only and excludes unsentenced, non-criminal and young people (<18)):

- 32% of offenders with a sexual offence had low risk of sexual reoffending (OSP score 0-11)
- 29% of these offenders were identified as medium risk of sexual re-offending (OSP score 12-14),
- 27% were high risk of sexual reoffending (OSP score 15-17).
- 12% had a very high risk of sexual reoffending (OSP score of 18-32).

13% of the sexual offenders within the South West geographical region had an OSP of medium or higher and had 2 or more years left to serve.

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

3.4 Custodial Provision in the Region:

Name	**Security category**	**Population & Type:**	**Op Cap**	**National/Specialist Function**
Bristol	Local	Closed Adult Male	614	Resettlement (short term offenders)
Channings Wood	Cat C Trainer	Closed Adult Male	731	• Sex offender treatment site. • Drug Recovery Community • Resettlement
Dartmoor	Cat C Trainer	Closed Adult Male	659	• TSP • Sex Offender support establishment .
Eastwood Park	Local	Closed Adult Female	363	• Resettlement-(Women`s Estate) • Mother and Baby Unit
Erlestoke	Cat C Trainer	Closed Adult Male	488	• HRP – HI/MI • SCP • ARV
Exeter	Local	Closed Adult Male	561	• Social Care Unit • Resettlement (short term offenders)
Guys Marsh	Cat C Trainer	Closed Adult Male	579	▪ Drug Recovery Unit ▪ UKBA Spoke

				▪ Resettlement
Leyhill	Open	Open Adult Males	527	• Palliative Care Unit • Resettlement
Portland	Cat C Trainer	Closed Adult Male and YOI	530	Resettlement

Privately Managed Prisons

Name	Security Category	Population	Op Cap	National/Specialist Function	PSP Annex to SLA yes/no
Ashfield	Cat C	Adult Male	400	Sex Offender Treatment Centre	no

3.5 Resettlement Prisons

Name	**Contract Package Area (CPA) - Lot**
HMP Bristol HMP Guys Marsh HMP Leyhill HMP/YOI Portland	Gloucester, Avon and Somerset and Wiltshire.
HMP Exeter HMP Leyhill HMP Channings Wood	Devon, Cornwall and Dorset
HMP/YOI Eastwood Park	**CPA to be determined**

3.6 **Offender Journeys and Provision within the region.**

Serving the courts and resettlement for short term offenders

The region has two local prisons receiving adult and young adult offenders. HMP Bristol serves the north of the region, HMP Exeter the south. HMP Eastwood Park- as a female establishment- serves the whole of the south west and the south of Wales courts. HMP's Bristol and Exeter are classified as resettlement prisons under the reconfiguration and will offer core services to those remanded and those serving sentences of less than 12 months primarily. They will not provide intensive treatment programmes for prisoners, but will assess and prepare under 12 month prisoners for local release to a provider of rehabilitation services and assess and allocate for transfer those with longer sentences to the appropriate prison within the training estate.

Resettlement and Category C Training Establishments

Those male prisoners serving more than 12 months will be prioritised for allocation to one of the five category C training establishments in the region for the delivery of specialist interventions and treatment. HMP Guys Marsh, HMP Channings Wood and HMP/YOI Portland have been announced as Resettlement prisons, and will receive longer term offenders, 3 months prior to their discharge for release into their relevant

CPA. Whilst HMP Channings Wood is designated a resettlement prison, it will also continue to fulfill a specialist function for a section of it's population delivering accredited sex offender programmes.

The intention of NOMS is that 80% of offenders will be released through a resettlement prison as close as possible to their home localities. The resettlement work, to reconnect offenders with support and services in their home localities will be provided by external providers, who are due to be appointed by autumn 2014.

The resettlement prisons will be aligned with new contract package areas (CPAs). These areas will see private, voluntary and public sector workers bidding to provide community based rehabilitation work in each area with a prime provider building a supply chain with smaller, specialist niche providers.

The expectation is that these new providers will reach into resettlement prisons to work with offenders in the 3 months prior to their discharge and then manage the resettlement process in the community.

Those category C prisons not designated as resettlement prisons remain critical to the estate and to our work to reduce reoffending. While they may not be releasing prisoners directly into the community, they will continue to focus on rehabilitative work with longer term offenders prior to their final three months in custody.

HMP Erlestoke and HMP Dartmoor will become Category C training establishments solely and will hold predominantly longer sentenced offenders.
In the case of HMP Erlestoke, their population currently features approximately 260 indeterminate sentenced offenders which includes a significant number of violent offenders and this is envisaged to grow. HMP Erlestoke's existing focus is on the delivery of targeted programmes and this is set to be expanded with the opening of a PIPE Unit and a Family Interventions Unit in 2014 utilising existing accommodation.

HMP Erlestoke currently accommodates a significant number of offenders from outside of the region mainly due to the programmes suite offered there and is therefore viewed as a national resource. This number may increase in light of closures and the termination of programmes elsewhere, which HMP Erlestoke will continue to offer.

The MOJ has recently announced an intention to close HMP Dartmoor in the longer term and negotiations with the site's landlord, the Duchy of Cornwall, are due to commence. There is no fixed timescale for working towards closure at present and on this basis, HMP Dartmoor will continue to play a key role in supporting sex offender treatment provision in the South west, acting as a sex offender 'programme support' establishment to HMP Channings Wood primarily.

Regional OBP Strategy Group

The SW prisons will deliver a range of Accredited Offending Behaviour Programmes to meet the diverse and specialist needs of the population in accordance with the segmentation data. These include programmes for sex offenders, high risk violent offenders, domestic abusers, those with alcohol related violence and general offenders.

Adjustments have been made from previous delivery to take into account emerging priorities these include an increase in Core SOTP at HMP Channings Wood to meet the needs of the Sex Offender Population. There will also be flexibility at Portland, and Guys Marsh to switch delivery between TSP and Resolve according to shifts in population as each prison shifts roles, in agreement with the commissioner. SCP is also to increase delivery as with ARV.

There is an ongoing project at Dartmoor to develop it as a support site, based on the national model, for sex offenders who can then be directed to other treatment sites, primarily Channings Wood. This project aims to develop effective co-working between the two sites to ensure more robust assessment processes, motivational work and subsequent effective treatment pathways.

Further development objectives for 2014/15 are to review the potential to deliver the extended SOTP at Channings Wood and to prepare for the transition from HRP(High and Moderate) to the new BBR once developed and available.

The SW has an OBP Strategy Group made up of staff from the regional office, Psychological Services and establishments. The purpose of the group is to monitor developing population trends, identify new delivery models, monitor and trouble shoot staffing levels and waiting lists. The group meets quarterly and aims to develop collaborative working across prisons, although this is challenged by geographical issues. Psychological Services regularly collate data around OBP related issues as required by the PSP Director.

SW Psychological Services:

SW Psychological Services provide a three tier service to prisons in the SW and national projects.

Tier one – Risk Assessments:
This is primary work related to providing risk assessments for a number of key partners (Commissioning Intention related to protecting the public). There is a statutory requirement to provide risk assessments as required by the Parole Board. But Psychological Services also provide risk assessments for MAPPA, Governors and Probation. This also includes informal support to Offender Supervisors on complex cases. Specialist assessments relate to those with Learning Difficulties, Extremism, Domestic Violence, Sex Offending, ISPs (commissioning intention 1a) b) d) & 3, 4 6)

Tier two – Interventions:
This is to provide interventions as directed by the Parole Board and to deliver treatment management to Accredited Offending Behaviour Programmes. Psychological Services also provide clinical oversight and consultancy to support general delivery of programmes and related issues. In the SW the Regional Psychologist has some strategic oversight of programme delivery. Psychological Services approve and monitor the delivery on non-accredited interventions. Psychological Services are also supporting Governors in the development of specifications for PD services in both EWP and Erlestoke. (Commissioning Intention 3 a) and b) and 4)

Tier Three – Custodial Related Consultancy:
This work is providing consultancy services to Governors and Commissioners. This is accessed by the approval of business cases via the Governor's custodial meetings. Psychological Services contribute or lead on national projects as required by the Director of Public Sector Prisons. For 2014/15 this will include support to governors to develop rehabilitative cultures, development of Dartmoor as a support site, various research projects, implementation of changes related to the Cat D estate review. Programme of support to new OMU staff, Negotiation Advice to Incidents, Training to Silver Commanders on Defensible Decision Making and Incidents at Height). These relate to commissioning intentions 1, 2, 3,

Work is managed via referrals to three cluster based functional mailboxes, over seen by the cluster managers.
Full details of the work can be viewed via the SLA with the DDC. However, it should

be noted that the work is demand driven and difficult to predict prison by prison.

Older Prisoners and End of Life Care

HMP Leyhill work in partnership with RECOOP to provide opportunities and support to older prisoners. Some of these men may have complex needs and others simply need personal plans which ensure that they are offered the same range of options as younger prisoners. HMP Leyhill also offer both a regional and national facility for end of life care for those men who can be safely located in open conditions.

HMP Exeter in conjunction with Ark Home Healthcare deliver social and personal care to those prisoners with complex needs. This is a new initiative within the Prison Service and aims to mirror the level of care the anyone would receive in the community. This service is based on F Wing and all prisoners are fully assessed and care is delivered to a CQC compliant care plan.

HMP Exeter works closely with community partners to ensure a full service is offered not only in custody, but also looking forwards to discharge and beyond. HMP Exeter will accept referrals from other prisons.

Interventions at HMP Erlestoke

HMP Erlestoke features a purpose built interventions unit which hosts four accredited offending behaviour programmes. These are:

- Healthy Relationships Programme (HRP)
- Self-Change Programme (SCP)
- Alcohol Related Violence (ARV)
- Prison Partnership 12 Steps Programme (PPTSP)

The Unit offers the opportunity for offenders who are motivated and committed to achieving their sentence plan objectives to engage in an environment which supports them to address their offending behaviour and make positive changes.

Other Specialisms

HMP Leyhill supports the Avenger Task Force - a joint venture through Safer Gloucester (Gloucester City Homes, Gloucestershire County Council, Gloucestershire Probation Trust, PCC and Gloucester Constabulary) in the delivery of Great Expectations - an intervention for young people who are starting to become known to the Police through gangs.

Eastwood Park provides a 'local' function to the courts, holding women on remand and awaiting sentencing for over 70 courts in the region and those on shorter sentences, subject to capacity and appropriate interventions for the individual. Eastwood Park is a prison that is continuing to grow in complexity and has the following facilities:

- A well established mother and baby unit.

- A split regime to support needs and opportunities for women at different stages of their sentence.
- A drug detoxification, maintenance and stabilisation unit.
- A structured drug treatment community.
- A discrete unit specifically for prisoners with complex needs.

Eastwood Park has been successful in its bid to provide a Personality Disorder Service to all women in the South West of England and Wales which will open in April 2014 and start to take clients from July 2014.

Eastwood Park has a unique provision for female prisoners with “Complex Needs”. The unit (Res 4) is co-commissioned with health and provides a supportive environment for women whom are deemed to be suffering from short/long term Mental Health issues and/or learning disabilities which cannot be accurately assessed and/or adequately treated within the wider prison environment. Working closely with the MH team the unit staff strive to create an enhanced safe and supportive environment for those who live there. This enables quality engagement with MH professionals and the wider regime. Length of stay varies from a few days to a number of weeks with a significant number assessed for and eventually transferred to external psychiatric facilities. The unit also provides a valuable day centre resource for ex residents and others in need of low intensity interventions and respite.
In partnership with our health partners we intend to develop this facility within 2014 to increase the MH provision and range of therapeutic interventions available for women on the unit. The unit will play a key role in the ongoing development of our local liaison and diversion services for Mentally ill offenders

HMP & YOI Portland specialises in providing a regime that accommodates both Adult and Young adult prisoners from across the South West and neighbouring regions. HMP & YOI Portland offer separate and mixed adult and young adult units, with an emphasis on developing maturity and completing the successful transition to adult custody or release.

Guys Marsh continue to offer multiple interventions relating to alcohol abuse including PAVP, 1 to 1 and group work through CARATS, in-cell work, the MARSH introduction to 12 step programmes and regular sessions with local Alcoholics Anonymous.
Substance misuse services are currently delivered in partnership with EDP, AWP and DHUFT and provide a wide range of Substance misuse and Psychosocial services and support. This includes mental health, IDTS (detox) and substance misuse programs.

SECTION 4: COMMISSIONING INTENTIONS

4.1 A Regional Response to Commissioning Intentions

CI Title & No.	Response to Commissioning Intention	Where appropriate, name which establishment/s annex further detail will be found
1. Enhance public protection and ensure a safe, decent environment and rehabilitative culture	**CI Theme 1 – Ensure a safe, decent environment and rehabilitative culture**. The South West strategic approach will be to create a desistance culture amongst all staff so that effective rehabilitative outcomes can be delivered for all offenders in our care and based upon an understanding of the importance of culture in creating the necessary conditions for **desistance discourse**, (i.e. "offenders can change"), to be enshrined and **rehabilitative outcomes** to be secured, (i.e. "providers will enable positive change for offenders in their care"). Key strands within this approach will be:- 1) **Business as Usual** – safety, decency and cultural change, together with delivery of SDRs and specified outputs, represent our core business. Management Information performance data will also provide assurance indicators. 2) **Innovations** – innovation to support a rehabilitative culture will be encouraged and supported. The "Five Minute Interventionist" initiative at HMP YOI Portland provides a ready example of innovation which aims to develop practice with regard to offender engagement and which has potential, following evaluation, for regional adaptation and adoption. 3) **Episodic** – HMIP and MQPL visits and reports will provide snap-shot qualitative evaluations of the key elements of this commissioning intention theme and support both commissioners and ourselves to maintain forward momentum with our commitments to these imperatives.	HMP & YOI Portland: Annex I
2. Strengthen integration of service delivery	**CI Theme 2 – Strengthen integration of service delivery between directly funded providers, co-commissioned providers and wider partners.**	

between directly funded, co-commissioned providers and wider partners	We will strive for excellence in outcomes for offenders in our care by ensuring that we collaborate effectively with a full range of partner organisations and recognising that "every contact matters" and delivery is strengthened through integration. This will be critical to rehabilitation and/or the management of risk and protecting the public. A strategic vision will need to be developed, via the DDC's office and leadership. This will describe how these services can be integrated in such a way that interventions are sequenced, proportionate (to risk and need), and coordinated to ensure the clarity of sentence planning from the offender perspective, (to maximise ownership and engagement), and to achieve effectiveness and efficiency from the provider perspective, (to maximise impact from available resource). Strengthening integration of service delivery between this wide range of providers both inside establishments and – wherever possible in the community through partnership boards and strategic engagement – represents a vital commissioning intention for NOMS and will be delivered through:- 1) **Strategic Engagement** – recognising the importance of creating the necessary internal structures to implement strategy consistent with service delivery integration and, where appropriate external partnership/strategic engagement opportunities which support wider integration of services supporting Through the Gate services, co-commissioned services and wider partnership working to support commissioning intentions. 2) **Information Sharing** – being ready (organisation and process), to share information (offender needs, risk and profile), with co-commissioned and other partners – both internally and externally – which support service delivery integration requirements via DPA compliant protocols and other modalities. 3) **Enabling Access** – ensuring that, within necessary operational constraints – access to prisoners is enabled and facilitated and necessary arrangements are in place to create a multi-disciplinary delivery environment.	All SW Establishments
3. Deliver an efficient, quality service	**CI Theme 3- Deliver an efficient, effective and quality service.** Underpinning our approach to all commissioning intention thematic strands, will be the need to continuously drive organisational efficiency and effectiveness while maintaining overall quality assurance in the delivery of evidence informed services. Section 3.6 of this SLA describes regional specialisms and the potential and capacity for a coherent, coordinated offender journey – delivering evidence informed interventions based upon targeted selection criteria – within the region. Recommendations from regional and national task groups concerning the	All SW Establishments

	location and concentration of accredited treatment provision will be implemented. Within specialist treatment sites, service design, based upon evidence of best practice in terms of the approach that will be most effective for the offending group using the service, will be a priority. Coherent offender progression, informed by appropriate needs assessment and sentence planning objectives, will be coordinated from initial sentencing to custodial release, based upon a strategic concentration of specialisms within SW prisons. This will embrace interventions arising from risk of harm assessments to specialist provision to respond to social and palliative care needs. Central strands of this theme will be:- 1) **Benchmarking/MTT** – a PSP/BDG managed process to deliver overall efficiencies through benchmarking process and outputs. 2) **DDC/Commissioner Visits** – offering a yearly cycle of performance challenge and quality assurance. External audits and those provided through specialist staff (e.g. co-commissioning colleagues), will also provide scrutiny and performance improvement advice. 3) **A requirement for all** non-accredited interventions to be evaluated to ensure alignment with desistance and rehabilitative factors as applied to their target offender types.	
4. Ensure delivery is matched to population, purpose and NOMS outcomes	**CI Theme 4 – Ensure delivery is matched to population, purpose and NOMS outcomes.** Significant progress achieved during the 13/14 delivery year will be built upon during 14/15 with the aim of ensuring that, in simple terms, the right prisoners get to the right prisons for the right interventions,(consistent with their risk and needs), at the right time. Interpretation and application of segmentation data – and other data sources - will ensure that providers can effectively target the delivery of case management, supervision, rehabilitation services and interventions where they are likely to deliver the greatest benefit to reduce reoffending and protect the public. Furthermore, regional strategy, supported by national commissioning for specific treatment domains, will continue to consolidate the concentration of specialist provision in specific establishments to support the management of the offender journey. Quality assurance in the effectiveness and efficiency of delivery will be supported through enhancements accruing from developing expertise within specialist sites and those establishments that support those sites in terms of their role in assessment, motivation and preparation. Key strategic drivers will include:- 1) National and regional treatment task forces.	HMP Channings Wood Annex B HMP Dartmoor Annex C HMP Eastwood Park Annex D HMP Erlestoke Annex E HMP Guys Marsh Annex G HMP Portland Annex I

	2) Supporting excellence in specialist treatment sites and developing policy, process and procedure in support establishments. 3) Regional Development Objective- to develop a three year strategic plan leading to services being optimally aligned consistent with targeting principles and the regional population mix	
5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes	**CI Theme 5 – Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes.** Our strategy will be guided by an understanding that to maximise outcomes and assure equality of opportunity in terms of access to interventions and services, barriers arising from individual offender needs,(i.e. mental/physical health/learning needs etc), should be addressed to provide the necessary conditions for offenders to engage positively with sentence planning objectives and case managers/practitioners. **We expect all prisons to have in place sysyems for the effective screening, identification and recording of all data relating to the protected characteristics of all their prisoners. This data is routinely recorded on Prison-Nomis.** **All our regions prisons are expected use the data collected to assess their own prisoner demographics. This will enable a prison-specific response to providing support and interventions as required.** Emerging and encouraging developments within the region concerning social and palliative care HMP Exeter and HMP Leyhill), and Personality Disorder,(HMP Eastwood Park and HMP Erlestoke), will be supported and lessons learned captured. These will be applied between commissioners and providers. Strategic objectives relative to this commissioning intention theme will include:- 1) **Assessment/Diagnostic** – working with partners to ensure that needs are assessed at appropriate points within the offender journey and diagnostic tools are available and applied.	HMP Exeter Annex F HMP Leyhill Annex H HMP Eastwood Park Annex D HMP Erlestoke Annex E

	2) **Integrated Service Delivery** – aligning support services responding to offender needs and characteristics within case management process. 3) **Development of co and joint commissioning arrangements** – sharing data arising from offender needs analysis with partners to in form commissioning process and ensure continuity of care from community to custody to community. 4) **Regional Development Objective to develop operating principles and guidelines for Offender management Units**	
6. Deliver priority national or specialist services	**CI Theme 6 – Deliver priority national or specialist services**. There are some services that, because of their nature and the offender group that they are targeted at, require a greater level of guidance and specification, for example, extremist offenders and restorative justice conferencing. **Engage with existing local structures and ensure that training and awareness is embedded among key staff groups, in order to deliver on the identification, assessment and management of extremist offenders.** NOMS' approach to the identification, assessment and management of extremist offenders will be supported by the DDC through monitoring and managing the performance of individual establishments in this area. All establishments will deliver Face to face victim-offender conferencing (RJ), between the offender and the victim of the same offence (i.e. no 'proxy' or 'surrogate' victims) which may be delivered at any point in the sentence (including post conviction, pre sentence delivery) Targeted at; • violence or acquisitive offences with a clear victim and where the offender is medium/high risk of reconviction (defined as OGRS scores of between 25 and 74) • when the conference is initiated by the victim and delivered by another organisation the prison/probation area should provide information for the suitability and risk assessment and if appropriate provide the supportive environment for this to take place regardless of the targeting criteria • it is suggested that for cases involving sexual offending or intimate partner violence (domestic violence) RJ should only take place in exceptional circumstances, and only when there is confidence that the process will be of clear benefit and will not cause harm	All Establishments

	• NOMS Better Outcomes through Victim-Offender Conferencing (RJ) provides information based on the available evidence to support effective delivery. **Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable delivery where it does not.** In those establishments where we currently deliver RJ we demonstrate the following: • An understanding of RJ, specifically the CI which is focussed on the activity of face to face victim-offender conferencing. • Clear plans for the method of delivery. E.g. Through the maintenance of internal RJ capacity or the use of external RJ delivery organisations. • Partnerships with named organisations (e.g. prisons, probation, police, victim organisations, local community safety partnerships etc). • Articulation of the volume of conferences that can be expected • Access to alternative forms of indirect communication for participants who during preparation choose not to meet face to face or where the risk assessment indicates that this is unsafe to do so. For those establishments not currently delivering RJ direct conferencing this will be implemented. See development objective 6b in section 4.2. Develop family interventions and services in Wiltshire (initially) through the work of the Family Intervention Unit and also the Prison Schools Champion scheme at HMP Erlestoke. This will be a joint initiative between NOMS and Wiltshire Council.	HMP Erlestoke Annex E

4.2 Regional Development Objectives

CI Title & No.	Development Objectives What do you want to achieve? What will be the measurable outcome, how will you achieve this and by when?	Where appropriate, name which establishment/s annex will provide further detail
1. Enhance public protection and ensure a safe, decent environment and rehabilitative culture.	1(a) **There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.** **Regional Development Objective:** We will continue to adhere closely to the Rehabilitation in Custody PSI at all South West establishments. The sense of purpose required and an understanding from all who work with offenders dominates this document. Some establishments will require work in this area and this will be supported through regional oversight and the sharing of best practice across establishments.	All Establishments
	1(b) **All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.** **Regional Development Objective**: to analyse findings and learning from the evaluation of the "Five Minute Interventionist" programme at HMP YOI Portland and formulate an action plan for the dissemination of findings and best practice.	HMP Portland Annex I
	To analyse the work and outcomes of the new Family Intervention Unit at HMP Erlestoke that has been supported through the NOMS innovation board process.	HMP Erlestoke Annex D
	1(c) **Efforts are made to ensure offenders experience the environment as safe.** **Regional Development Objective:-** to develop a process, with any necessary supporting structure, to provide for a "reflect and respond" procedure in response to relevant information from MQPL,SQI, NOMS Pulse surveys and other relevant surveys**.**	
	1(d-g): Risk assessment/ management and security; intelligence, tackling mobile phones and drugs, preventing criminality in prison. **Regional Development Objective:- To ensure that each establishment in the south west region fulfils it's commitment to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that individual establishments' Local Security and Public Protection Strategies will be kept**	All Establishments

	up to date in line with policy.	
2. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners	2(a) **There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.** **Regional Development Objective:** Partners and other providers have a positive impact on prisons beyond delivery of a service - integration of delivery by all providers is therefore vital in ensuring that we maximise investment and maximise outcomes for offenders. Recognising that the range and volume of partners with which we work is expanding, the DDC will ensure that **by September 2014** prisons in this region review how they work with existing and new partners and providers (including by anticipating any changes as a result of Through the Gate) and create plans which describe how they will deliver: • A clear strategic vision for how services align to maximise outcomes and create an integrated, seamless offender management service (including a shared understanding of outcomes and priorities) • A clear agreed plan of how services sequence and compliment each other, providing continuity of services to offenders both within and across prisons (facilitating the needs of all providers and contractual partners to allow them to effectively deliver) • Leadership which actively enables and integrates services, where partnership working arrangements improve performance and aid resolution of issues • An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others • An agreement on how to safely use and share data and information Progress towards implementation of plans will be monitored at a local level during establishment visits and at a regional level at regional meetings to ensure strategic oversight and effectiveness is maintained. 2(b) **Facilitate the ongoing operation of mandating day one entry of prison leavers onto the DWP Work Programme and any future changes through the introduction of Universal Credit.** **Regional Development Objective:** to scope capacity available to meet additional DWP enabling and resource demands brought about through the introduction of Universal Credit and TR	**All Establishments**

	2(c) **In England -** work together with NHS England and Public Health England in line with the National Partnership and Co-commissioning Agreement to ensure that NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody support both health and justice outcomes and: • Are informed by an up to date Health Needs Assessment taking account of the reconfiguration of the custodial estate including the creation of Resettlement Prisons • Support sustainable recovery from addiction to drugs and alcohol and improved mental health including dual diagnosis; • Promote continuity of care from community to custody, between establishments and through the prison gate in partnership with new providers of probation services; • Are implemented alongside efforts to reduce the supply of drugs and alcohol in to prisons and the diversion of prescribed medication. **Regional Development Objective**: Transition planning to ensure: • The management of risks associated with the withdrawal of NHSE funds,(which have supported enabling, discipline and other functions), is managed effectively. • Governors and DDCs engage appropriately with current and emerging partnership board arrangements in the context of the National Partnership Agreement. 2(d) **In England -** Work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves. **Regional Development Objective:** During Q1, 2014/15, all establishments to establish an action plan to prepare for the expected provisions of the Care Bill; establishments to evidence implementation of the plan in partnership with local authorities during quarters 2- 4 of 14/15. **Regional Development Objective:** During Q1 to establish regional protocols and referral pathways for specialist provision at HMP Exeter and HMP Leyhill in discussion with commissioners, co-commissioners, NHSE and local authorities, to identify and address unmet regional need in dialogue with partners.	HMP Exeter Annex F HMP Leyhill Annex H HMP Eastwood Park Annex D HMP Erlestoke Annex E

	2(e) **In England - Work with local authorities to promote inclusion of, and maximise benefits to, offenders' families.** **Regional Development Objective:** to introduce a regional Information Exchange protocol between SW Prison and Troubled Families` teams and to embed supporting process and practice. Regional developmental work will also support innovations and practice at establishments seeking to introduce interventions and cultural change consistent with this desistance objective. 2(i) In England – Develop family interventions and services in Wiltshire (initially) through the work of the Family Intervention Unit and also the Prison Schools Champion scheme at HMP Erlestoke. This will be a joint initiative between NOMS and Wiltshire Council. 2(f) **In England -** Continue to improve access to a pathway of new and existing services for offenders with severe personality disorders. Services are primarily targeted at men who present a high risk of serious harm to others and women who present a high risk of committing further violent, sexual or serious criminal damage offences. Services are co-commissioned with NHS England Specialised Commissioning to support health and justice outcomes. **Regional Development Objective:** In the South West we propose to improve PD provision to all our offenders by working closely with NOMS and Health Co-commissioners to: 1) Ensuring that establishments meet the needs of prisoner with diagnose personality disorders by: • Quarterly Regional meetings with Health Co-commissioners to discuss strategy and any changes to regional prisoner flows or capacity • Collaboration with NOMS PD co-commissioners to develop and implement establishment based PD services (i.e. HMP Eastwood Park and HMP Erlestoke) • Monitor at a regional level the number of complaints, HMIP/MPQL feedback etc related to this need. 2(g) **In England -** Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to make prisons places of work and strengthen the focus on employability. Enhance access to mainstream learning and employment services for offenders on	HMP Erlestoke Annex E

	return to the community**.** **Regional Development Objective:** to provide strategic leadership and planning to build functionality in South West resettlement prisons for labour market analysis and employer engagement. 2(h) In England – Prepare and enable access to employment. **Regional Development Objective:** to reduce reconviction rates from the cohorts of offenders who participate in the programmes and improve custodial behaviours.	
3. Deliver an efficient, quality service	3(a) **Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.** **Regional Development Objective:** To monitor and ensure that by **November 2014**, all south west establishments have reviewed the type of strategies it employs, and the services and interventions it offers to ensure that the approaches being used are ones which are effective with the type of offenders that receive them, and that the factors being targeted for change are related to desistance, reduced reoffending and public protection, or a reduction in harmful institutional behaviour. It will draw on local data and evidence, including that provided within the NOMS Evidence and Segmentation Companion Document (available at www.justice.gov.uk/about/noms/commissioning.) when completing these reviews and have in place a strategy for developing its use of evidence to inform practice to maximise outcomes. 3(b) **Have robust quality assurance processes in place to ensure offenders are (1) delivered as they are intended (i.e. with integrity and as planned and designed) and (2) that they are effective.** **Regional Development Objective:** To monitor and ensure that by **November 2014**, all south west establishments have developed and implemented effective quality assurance processes which indicate whether the services, activity and interventions it provides are of an acceptable standard of quality and are having the impact they are intended to deliver. Information from these processes will be regularly reviewed by the senior management team and specific	

	members of staff will be given responsibility for the QA processes and following through on actions identified in the reviews.	
4. Ensure delivery is matched to population, purpose and NOMS outcomes.	4(a) **Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they deliver the greatest outcomes for investment.** • **Regional Development Objective**: to develop a three year strategic plan that leads to services (risk management/case management/interventions), becoming optimally aligned to address the risk and needs of the population of each establishment and region as a whole and will include recommendations arising from regional and national task groups. This strategic plan will also describe actions in response to prison estate reconfiguration. • **Regional Development Objective:** to develop a three year strategic plan to address the significant gaps that appear to exist nationally in responding effectively to high numbers of Domestic Violence flagged offenders. This development objective will seek to address: o Apparent lack of staff trained to undertake the SARA specialist risk assessment o Very limited availability of OBP resource in region to refer into. • Apparent lack of community based interventions to refer onto, (eg short termers). • HDC considerations in terms of managing risk in the event of refusal.	SW Regional Psychology
5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes.	5(a) **Relevant individual needs and characteristics are effectively identified, assessed, and monitored. This information is shared appropriately, proactively and sensitively across the organisation, and with delivery partners.** • **Regional Development Objective:** to develop Key Operational Principles and Guidelines for Offender Management Units in South West Prisons to ensure the following: • Working with commissioners and other relevant stakeholders to ensure the use of segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they deliver the greatest outcome for investment. • Relevant individual needs and characteristics are effectively identified, assessed and	

	monitored. This information is shared appropriately, proactively and sensitively across the organisation and with delivery partners. Information regarding individual needs and characteristics is used to adapt and sequence services to meet individual needs and maximise their ability to engage with and benefit from rehabilitation services.	
6. Deliver priority national or specialist services.	**6(a) Engage with existing local structures and ensure that training and awareness is embedded among key staff groups, in order to deliver on the identification, assessment and management of extremist offenders.** No development objective required as this is already embedded in establishments. 6(b) **Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable delivery where it does not.** **Regional Development objective:** We undertake to deliver RJ at all establishments in the South West. Where it is not currently offered we will seek to implement this. This will be monitored by the Regional Assurance and Performance Lead/ NOMS Custodial Commissioners through establishment visits. Where we do not currently deliver RJ, will need to create a supportive environment and be able to evidence and articulate the following: • An understanding of RJ, specifically the CI which is focussed on the activity of face to face victim-offender conferencing. • Active partnerships (or clear plans to seek partnerships) with named RJ delivery. organisations. • Victim-offender conferencing (RJ) awareness amongst key staff groups. • Infra-structure to support delivery. For example, processes to contribute to suitability/risk assessments and appropriate gate procedures for entry/venue for the conference to take place etc. • Integration of outcome agreements into sentence planning. • Full implementation of RJ direct conferencing. 6(c) **Ensure the efficient use of prison places through development and implementation of local bail strategies and use of HDC for appropriate offenders, including making full**	

	use of Bail Accommodation and Support Service. **Regional Development Objective:** To develop, agree and implement a South West overarching bail strategy. To review our existing HDC procedures in order to give additional assurance that HDC is being applied equitably across all establishments and to make sure that good practice is shared. To engage fully with the Bail Accommodation and Support Service where this is currently not the case. Those establishments not currently making full use of this service will seek good practice from those with proven engagement experience and successes. 6(d) **Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.** **Regional Development Objective:** To create a regional approach to this work with an overarching Commercial Contracts management team. They will work in conjunction with One3One solutions to consolidate the economically viable contracts currently in place and where BDG's expectations state and accommodation is available, additional economically beneficial and offender engaging work will be sought. 6(e) **Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.** **Regional Development Objective:** Monitor and support all SW establishment's implementation or progress against the NOMS Video Action Plan. ***The SW Regional Performance/ Assurance manager*** will be the regional lead and will establish and maintain relationships with the relevant regional HMCTS HoC to enable joint working between prisons and courts. The region will support and develop working links with the regional Business Change Partner to support region wide improvement and will support /incentivise innovative establishment practice and business cases for expansion where appropriate or a priority.	

SECTION 5: ACCREDITED PROGRAMME PROVISION

A summary of the Accredited Programmes provided in the Region

Accredited Programmes Provided within the Region							
	PSP		PMP		REGIONAL TOTAL		
Name of accredited programme	**Number of agreed starts** (expected for 2014-15)	**Number of agreed completions** (planned total for 2014-15)	**Number of agreed starts** (expected for 2014-15)	**Number of agreed completions** (planned total for 2014-15)	**Number of agreed starts** (expected for 2014-15)	**Number of agreed completions** (planned total for 2014-15)	**Total National Volume (Completions)**
Programme Type: General							
Thinking Skills Programme **(TSP)**	320	288	50	45	320	288	3534
Kainos/Challenge to Change/ Living Skills Plus	72	60	0	0	72	60	180
Total	**392**	**348**	**50**	**45**	**392**	**348**	**4366**
Programme Type: Violent							
Alcohol Related Violence **(ARV)** Programme	40	34	0	0	40	34	104
Healthy Relationships Programme -High Intensity **(HRP-HI)**	40	38	0	0	40	38	137
Healthy Relationships Programme - Moderate Intensity **(HRP-MI)**	16	15	0	0	16	15	92
RESOLVE	80	72	0	0	80	72	1472
Self Change Programme	18	16	0	0	18	16	174

Total	**154**	**141**	**0**	**0**	**154**	**141**	**2144**
Programme Type: Sex Offender Treatment Programme (nationally commissioned)							
Core Sex Offender Treatment Programme **(C-SOTP)**	45	42	27	23	45	42	613
Total	**45**	**42**	**27**	**23**	**45**	**42**	**963**
Grand Total	**199**	**183**	**77**	**68**	**199**	**183**	**7553**

South West – Unaccredited Interventions by Prison:

Bristol

Channings Wood:

Personal and Social Development

Perspectives (YMCA) A life skills group. Topics discussed are respect; communication; choices; sense of purpose; relationships & different perspectives.

Resettlement – Home Run Project

Home Run Project (String of Pearls) - The aim is to address some of the issues to make the transmission from custody to release a smooth one.

Support Group for over -50s – RECOOP

RECOOP promote the care, resettlement and rehabilitation of offenders and ex-offenders, in particular those over the age of 50, in particular but not exclusively through the provision of support services, advocacy, financial advice, mentoring on issues such as employment and training and advice on housing and health that will enable them to take control of their lives and remain free from offending and prevent them from becoming socially excluded.

Veterans Resettlement Support

The Royal British Legion and SSAFA Forces Help are working together to offer support and advice to ex-service personnel who are serving a prison sentence and their immediate dependants - SSAFA Forces Help (Soldiers, Sailors, Airmen and Families Association).

Victim Awareness – Restorative Justice

Face to face conferencing for Restorative Justice programme delivered by Volunteer (PC Phil Skedgell- voluntary RJ Force lead for Devon & Cornwall Police).

Dartmoor:

Perspectives (YMCA)

Interpersonal Skills development.

Support Group for over -50s – RECOOP

RECOOP promote the care, resettlement and rehabilitation of offenders and ex-offenders, in particular those over the age of 50, in particular but not exclusively through the provision of support services, advocacy, financial advice, mentoring on issues such as employment and training and advice on housing and health that will enable them to take control of their lives and remain free from offending and prevent them from becoming socially excluded.

Victim Awareness – Restorative Justice

Provide resolution for prisoner and prisoner/ victim relationships

Resettlement - Advice and Guidance (YMCA)

YMCA – Advice and guidance on release issues.

Eastwood Park

Antisocial Behaviour and Violence Reduction (Safer Custody)

Eastwood park promotes a zero tolerance to violence. Perpetrators are placed on an Anti social Behaviour Programme in an effort to educate behaviour. Victims are supported and monitored. Work based booklets are issued to prisoners with relevent modules in the final stages-bullying programme are delivered to all prisoners as part of induction. Identified bullies have an individual programme. This programme is monitored via the monitoring booklet, which accompanies the prisoner to all activities they have been deemed to attend.

Footprints

Footprints Project is a mentoring programme for offenders returning to Dorset. Volunteers visit women in prison fortnightly, and handover to the Project Workers based in Dorset when the women are released into the community. Signposting to local services.

Opening Doors

Opening Doors is a mentoring programme for offenders who will be released to the Wiltshire/Swindon are under supervision. Visit women in response to referral via legal visits.

Prince's Trust

Princes Trust Mentoring support for women returning to the South West, aged between 18 -30. attend Support for you Fayre, and follow up support via legal visits; written correspondence in between support in the community.

Women's Turnaround Project

Women's Turnaround Project provides support for women returning to Wales who are vulnerable and who have difficulties affecting their lives which may result in or has resulted in them breaking the law. The project assesses and identifies need and provide support to help achieve personal goals. Part time Project Worker (20 hours) based at Eastwood Park.

New Futures

New Futures - a programme that supports offenders get back on track after serving a prison or community sentence. Offenders will be linked to a case manager who can offer support to resettle, find training or get a job. It is funded by NOMS CFO and ESF.

ETC – Going Home Mentoring Support

ETC - Going Home Mentoring Project support for women aged 18+ returning to Wales. All support is post release, referrals made whilst in custody. Visits the prison forntightly to meet women and discuss support needs.

Stepping Stones

Stepping Stones - provides mental health related interventions to support the recovery of prisoners experiencing social isolation, anxiety and other emotional difficulties relating to being in custody. This currently includes anxiety and depression management, mindfulness, psychoeducation on trauma related difficulties.

Support Group for Over-50s

RECOOP promote the care, resettlement and rehabilitation of offenders and ex-offenders, in particular those over the age of 50, in particular but not exclusively through the provision of support services, advocacy, financial advice, mentoring on issues such as employment and training and advice on housing and health that will enable them to take control of their lives and remain free from offending and prevent them from becoming socially excluded.

Erlestoke:

Support Group for Over 50s

RECOOP promote the care, resettlement and rehabilitation of offenders and ex-offenders, in particular those over the age of 50, in particular but not exclusively through the provision of support services, advocacy, financial advice, mentoring on issues such as employment and training and advice on housing and health that will enable them to take control of their lives and remain free from offending and prevent them from becoming socially excluded.

Violence Management: Alternatives to Violence

AVP To increase awareness of triggers that set off destructive behaviours and to find alternative ways to deal with them.

Exeter – Awaiting data

Guys Marsh

Mentoring Support

Milestones - NACRO Mentoring project for Offenders released to Dorset, Hampshire & South London.

Mentoring Support for ages 18-30: The Prince’s Trust

The Prince's Trust provide 1:1 support for 18-30 yrs old by eligible reformed ex-offenders.

Footprints

Footprints - Mentoring and befriending offenders from Poole, Bournemouth and

surrounding areas.

Support Group for Over-50s

RECOOP promote the care, resettlement and rehabilitation of offenders and ex-offenders, in particular those over the age of 50, in particular but not exclusively through the provision of support services, advocacy, financial advice, mentoring on issues such as employment and training and advice on housing and health that will enable them to take control of their lives and remain free from offending and prevent them from becoming socially excluded.

Veterans' Resettlement Support

To provide prisoner advice re. Armed Forces issues SSAFA (Soldiers Sailors Airmen & Families Association).

Victim Awareness –Restorative Justice

Convenes a supervised meeting between offender and victim by mutual agreement.

Leyhill:

Sexual Abuse Counselling:

Kinergy Provides confidential emotional support 24/7 to those who may have suffered sexual abuse.

Support Group for over-50s – RECOOP

RECOOP promote the care, resettlement and rehabilitation of offenders and ex-offenders, in particular those over the age of 50, in particular but not exclusively through the provision of support services, advocacy, financial advice, mentoring on issues such as employment and training and advice on housing and health that will enable them to take control of their lives and remain free from offending and prevent them from becoming socially excluded.

Portland:

Anxiety Management and Relaxation

Anxiety Group Work - For up to 10 individuals. 4 hours in total. Run as and when required, currently offered monthly. Primarily looks at anxiety and types of anxiety, identifies triggers and physical reactions and how to deal with these drawing on the groups experiences.

Assertiveness and Decision Making

A short assertiveness course programme that introduces assertive behaviour. All prisoners on Beaufort doing the ASDAN course.

Chronic Disease Management

Chronic Disease Management - Medical and therapeutic Interventions in all chronic diseases. It aims to promote and improve quality of life by empowering the prisoner to take control of the disease with support through medication, passive interventions, and self monitoring. Medical or surgical interventions may be required as directed by the healthcare staff.

Diversity

Diversity intervention with registered racist offenders - prisoners referred to the Diversity Manager through the Discrimination Incident Reporting System - Dorset Race Equality Council.

Gangs

Diversity and British Red Cross Humanitarian Action and Youth Intervention. Gangs and Peer Pressure.

Chance 2 Change

Chance to Change - Increasing motivation to change, building emotional resilience, tackling the root cause of offending, increasing aspirations and opportunities for employment, education and training post release, reducing re-offending, decreasing incidents of violence and self harm.

Prince's Trust Taster

To rebuild self esteem and confidence and to encourage participants to think about their futures. It is designed to give a taste of the Princes Trust 12 week team programme and to significantly increase levels of success. Awards - Princes Trust certificate, First Aid, Manual Handling - Enhanced and standard prisoners aged between 18-25. Eligible for ROTL that met set criteria.

Airborne Initiative

Airborne Initiative - A residential outward bound course - duration 1 week.

Motivation

Back on Track Course -To focus on individuals who are unwilling or unable to engage in mainstream prison life and assist them in the process of making positive change. These individuals are not generally engaged in education or training.

Self-Harm Tool Kit

Self Harm Tool kit (with Safer Custody & MHIT) - looking at reasons why individuals self harm, what help is available and how to reduce risk taking behaviors in custody and longer term. This tool kit will be finalized 18th May and will be available soon after. Mental Health and Safer custody already offer individuals ongoing support and access to mental health services but until now there has not been an information booklet available.

Sleep Therapy

Promoting Sleep Hygiene - Looking at an individual's day and sleep pattern i.e.: sleeping during the day, and how this influence the amount of sleep we get. This is 1:1.

Stress Management

A short stress management programme which highlights the benefits of effective thinking and relaxation skills. Prisoners on Beaufort doing the ASDAN course.

Supportive Counselling

Emotional Well being Group Work and 1:1 (Pilot scheme run by Dorset Mental Health Forum) 1 group off up to 6 individuals followed by 5 sessions of 1 hour. This requires a lot of in cell work from the individuals and aims to increase emotional resilience to life stresses/events and provides hope for the future.

SECTION 6: NOTICE OF CHANGE PROCESS

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

6.1 Discretionary Changes

6.1.1 Either Party may propose a discretionary change.

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

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

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

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

6.1.6 Having considered the responses the Commissioner will decide to:

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

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

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

6.2 Mandatory Changes

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

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

6.2.3 Where the mandatory change is considered by the Commissioner to have

a material impact on the Service Requirements or the Annual Operating Price, the Notice of Change process will be used.

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

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

6.3 Documenting changes

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

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

SECTION 7: RESPONSIBILITIES, TERMS & CONDITIONS

7.1 Responsibilities

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

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

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

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

7.2 Delivery partners

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

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

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

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

7.3 Service Definition

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

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

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

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

7.4 Audit, Assurance and Risk Management

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

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

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

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

SECTION 8: MANAGING THE SLA

8.1 SLA Review Process

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

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

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

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

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

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

8.2 SLA Delivery Issues and Failures

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

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

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

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

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

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

SECTION 9: FINANCIAL PROTOCOL

9.1 Financial Framework

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

9.2 Principles of the Annual Operating Price and Funding Arrangements

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

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

SECTION 10: ISSUES RESOLUTION

10.1 Issues Resolution Process

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

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

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

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

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

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

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

Annex A: Notice of Change and Business Case templates

NOTICE OF CHANGE (NoC)

Issued by: [Insert: Commissioner or Provider details]

In respect of: [name of Establishment]

Date of Issue:

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

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

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

Business Case template / checklist

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