



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

East of England

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SECTION 1: DEFINED TERMS

Defined Terms

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

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 .

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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 **East of England 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

Signature:

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): Adrian Smith

Signature:

Position: Deputy Director of Custody for East of England

Date: 28 March 2014

SECTION 3: REGIONAL CUSTODIAL PROFILE

The East of England

The East of England will work to protect the public and reduce re-offending by providing prisons which will hold offenders in the right establishment with a range of interventions and activities commissioned and targeted to challenging them to address their offending behaviour in a decent environment that is committed to encouraging offenders to lead legal and useful lives on release.

The East of England Region consists of 12 establishments geographically spread from Hertfordshire to Norfolk. The region is managed by the Deputy Director of Custody, supported by a small team of specialists, based at the regional office in Suffolk, except for Whitemoor which is part of the High Security Estate and Peterborough which is part of the Contracted Estate.

The 12 prison sites have a combined operational capacity of 8881, rising to 9435 in 2014/15 and fulfil a wide range of specialist functions including Sex Offenders, High Security estate including a Dangerous, Severe and Personality Disorder Unit (DSPD), Closed Supervision Unit (CSU), UKBA Hub and spokes, Female prisoners (including a mother and baby unit), Personality Disorder Unit* (PDU), Therapeutic Community* (TC), post treatment PIPE's* and an enabling environment* to support long term and ISP offenders through their transition to the open estate.

The East of England region works in partnership with co-commissioned organisations to deliver services such as healthcare and education. The introduction of 'Through the Gate' services nationally will change the face of resettlement services and Governors will be critical in coordinating the activities of service providers and ensuring a smooth transition to the new arrangements by April 2015.

As part of the national Estates Reconfiguration project, the East of England will realign its population to ensure offenders are appropriately located in line with the model. This will include our non specialist Category C establishments being as total progression sites. Highpoint will take offenders from London as well as from Essex and will be partially classed as Greater London.

The East of England Region will work to protect the public and reduce reoffending with a commitment to providing a more effective, transparent and responsive criminal justice system for victims and the public and will work with our partners to reduce the barriers that custody can present by offering offenders positive opportunities to change their lives.

*** See section 4.2**

3.1 Prison Population

There are approximately 8850 prisoner places within the East of England geographical region. They are held in twelve establishments – ten adult male, one split site adult male and young offender and one split site adult male and female. There are eleven public sector prisons and one privately managed prison within the geographical region.

Across the estate, there are approximately 5700 prisoners with East of England as their place of origin – currently 63% are held within the region, 29% in a neighbouring region (13% in East Midlands, 6% in Greater London, 5% in Kent & Sussex and 5% in South Central) with 8% being held further afield.

Across the 8850 prisoner places within the region, 43% are occupied by East of England prisoners. 50% of the prisoners come from neighbouring regions (37% Greater London, 4% Kent & Sussex, 4% South Central) with 7% from further afield.

Highpoint is part of the virtual London cluster so a high percentage of their prisoners come from the Greater London region.

There are a number of national resources located within the region – Whitemoor is a high security estate prison holding category A prisoners having both a DSPD and a CSC; Bure and Littlehey are both national sex offender treatment centres; Peterborough is a split site male and female prison with a mother and baby unit. This accounts, in part, for the number of prisoners who are not from the region who are located within the regional establishments.

The Mount has a planned accommodation increase of 254 places which is due to open and start accepting offenders by the end of December 2014. Peterborough also has a planned accommodation increase of 300 places for male offenders which is due to open and to start accepting offenders by December 2014.

3.2 Regional Segmentation Profile

The segmentation data was taken as an extract on 31st March 2013 from P-NOMIS as used for prison and population statistics and the Police National Computer Research Database. The numbers presented below exclude unsentenced offenders, non-criminal prisoners and juveniles. It also excludes those offenders for which there was no valid PNC record (Match Rate = 97%).

The segmentation data below is a profile of the East of England region, which includes 12 establishments; 11 public sector prisons for male offenders (including 1 x Young Persons), and 1 privately managed prison (male and female offenders).

At the time of the extract, there were 69,866 offenders within the national segmentation cohort, of which 7,144 offenders (10%) were held within East of England prisons. The OGRS data indicates the following breakdown of general risk of re-offending for these offenders:

- 27% were Low risk of re-offending (OGRS 0-24)
- 23% were Medium risk of re-offending (OGRS 25-49)
- 32% were High risk of re-offending (OGRS 50-74)
- 16% were Very High risk of re-offending (OGRS 75-89)
- 2% whose risk of re-offending was Prolific (OGRS 90-100)

The majority of offenders in the East of England, therefore, fall within the High risk of re-offending category. The risk of reoffending levels within the East of England were representative of the national profile at that time.

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A breakdown of offence types for East of England offenders indicates the following, listed in terms of prevalence:

- 32% were convicted of a Violent offence
- 21% were convicted of an Acquisitive offence
- 16% were convicted of a Sexual offence
- 14% were convicted of a Drugs offence
- 12% were convicted of Robbery offence
- 3% were convicted of an offence classified as Other
- 2% were convicted of a Motoring offence

Violence, Acquisitive and Sexual Offenders are the most prevalent groups within this region. Data for East of England offenders were broadly representative of national data however, the level of sex offenders is slightly higher than the national data (by 2%) and levels of Violent offenders are slightly lower (by 4%).

Analysis of data related to sentence lengths in the East of England indicate the following:

- 8% had a sentence of < 4 months
- 29% had a sentence of 1-4 years
- 40% had a sentence of 4 + years
- 15% had an Indeterminate offence
- 8% had been Recalled

Comparisons to national data suggest there are slightly more offenders sentenced to 4+ years in the East of England, and slightly less Indeterminate Sentenced Prisoners.

Time left to serve data for public sector prisons in the East of England shows (excluding ISPs, Recalls, unsentenced, non-criminal and young people (<18)):

- 4679 offenders in the region with an identified sentence end date
- 40% of these offenders had <6 months left to serve
- 22% had between 6 months and 1 year remaining on their sentence
- 22% had between 1 and 2 years left to serve
- 14% had between 2 and 5 years left of their sentence
- 0.01% had 5 or more years of time remaining to serve

The risk of violent reoffending assessment (OVP) data was analysed for the 2105 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)).

- 31% were identified with a Low risk of violent re-offending (OVP 0-29)
- 37% were identified as a Medium risk of violent reoffending (OVP 30-59)
- 10% were identified as a High risk of violent re-offending (OVP 60-79)
- 2% were identified as Very High risk of violent re-offending (OVP 80-99).
- 20% offenders with a Violent offence had no valid OASys assessment.

The OSP score is an OASys sexual offence risk tool and a predictor of contact sexual offending. The segmentation data provides a breakdown of the 1118 offenders who were reviewed for their risk of sexual 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)):

- 29% had a Low risk of sexual re-offending (OSP score 0-11)
- 30% had a Medium risk of sexual re-offending (OSP score 12-14)
- 25% had a High risk of sexual reoffending (OSP score 15-17).
- 15% had a Very High risk of sexual reoffending (OSP score of 18-32).

The regional segmentation profile is useful to provide an overall view of risk profiles, offence types and sentence length / types. It is also useful in terms of the provision of services for offending behaviour programmes and more generally, that services are targeted at the right offenders. Segmentation will be used in more detail at directing services on an individual establishment basis to ensure needs of offender segments are met.

3.3 Custodial Provision in the Region:

Name	Security Cat	Population: Male/Female/YO/Juvenile	Size (Op cap)	Specialist/ National Function	PSP Annex to SLA (yes/no)
Bedford	Cat B Trainer	Male	506		Yes
Bure	Cat C Trainer	Male	624	Sex Offender	Yes
Chelmsford	Cat B Local	Male	578		Yes
Highpoint	Cat C Trainer	Male	1325	UKBA Spoke	Yes
Hollesley Bay	Cat D Open	Male	421		Yes
Littlehey	Cat C Trainer	Male – split adult trainer / YOI	1206	Sex Offender UKBA Spoke	Yes
Mount	Cat C Trainer	Male	770	UKBA Hub	Yes
Norwich	Cat B Local (Brittania House – 40 bed Cat D)	Male	769	SO Support	Yes
Peterborough	Cat B Local	Male	624		No
		Female	384	Mother & Baby Unit	No
Warren Hill		Male	199 *	TC & pre PIPE*	Yes
Wayland	Cat C Trainer	Male	1017	PDU & post PIPE *	Yes
Whitemoor	High Security Estate	Male	458	DSPD CSC	No

* see section 4.2

3.4 Resettlement Prisons

Name		Contract Package Area (CPA) - Lot
Bedford	Local	Northamptonshire, Bedfordshire, Hertfordshire & Cambridgeshire
Peterborough	Local	Northamptonshire, Bedfordshire, Hertfordshire & Cambridgeshire
The Mount	Category C	Northamptonshire, Bedfordshire, Hertfordshire & Cambridgeshire
Littlehey	YOI only	Northamptonshire, Bedfordshire, Hertfordshire & Cambridgeshire & Hampshire
Chelmsford	Local	Essex
Highpoint	Category C	Essex & Metropolitan & City of London
Norwich	Local	Norfolk & Suffolk
Wayland	Category C	Norfolk & Suffolk
Hollesley Bay	Category D	Norfolk & Suffolk

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

The East of England will, in line with the Estates Reconfiguration model, aim to provide offenders with a streamlined journey of progression through their sentence.

Resources have been focused on evidence -informed interventions which are likely to deliver the best outcomes for the investment and this will be reviewed annually.

Local Establishments:

In region, we have four Local establishments, HMP Bedford, HMP Chelmsford and HMP Norwich which are all Public Sector Prisons as well as Peterborough which is a contracted establishment holding male and female offenders.

HMP Peterborough has a Mother and Baby unit with places for 12 Mothers and 13 Babies.

Once sentenced, the Local Prison will assess and categorise offenders and allocate them appropriately according to the model. Offenders who are sentenced to 12 months or less will, primarily remain in the Local establishment until their release.

Programme Delivery:

There are no programmes planned to be delivered in 2014/15 with in the PSP locals.
Peterborough - Thinking Skills Programme.
Skills for Recovery (both are available to male and female offenders).

For those sentenced to over 12 months:

HSE and Category B:

Whitemoor will provide accommodation for offenders who present the most significant risk and are assessed as requiring High Security accommodation. It will also offer a small provision of approximately 82 places for Category B Offenders. Category B offenders from region who cannot move to HMP Whitemoor will commence their sentence out of region, but they will return to region as soon as their risk has reduced sufficiently to support a downgrade of Category to C to the appropriate establishment for their CRC.

HMP Whitemoor has a 70 place Dangerous and Severe Personality Disorder Unit:

Programme Delievery:

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Whitemoor - Thinking Skills Programme
Self Change Programme
A-Z Programme
Violence Reduction Programme
Healthy Identity Programme

Category C - non specialist:

The non specialist Category C establishments in region are all complex Prisons with an operational capacity of over 1000 each and as such will offer total progression opportunities for offenders.

Offenders who are serving over 12 months and are Category C, will be transferred in line with their Contract Package Area. Offenders from Norfolk and Suffolk will, primarily be transferred to HMP Wayland and offenders from Northamptonshire, Bedfordshire, Hertfordshire and Cambridge will, primarily be transferred to HMP The Mount. Both of these establishments will hold Category C offenders sentenced to 12 months to life.

HMP Highpoint is also a Category C total progression site, they will be partially classed as Greater London and will receive their offenders from the London region as well as from Essex in line with the model.

HMP Wayland will have a 24 place Personality Disorder Unit, 12 assessment places and 12 treatment places as well as a 48 place post-treatment PIPE as a national resource

Programme Delivery:

Highpoint - Thinking Skills Programme
Resolve
Self Change Programme
Healthy Relationship Programme - HI

The Mount - Thinking Skills Programme
Resolve

Wayland - Thinking Skills Programme
Resolve
Alcohol Related Violence
Self Change Programme

Category C - non resettlement

HMP Warren Hill will re-role in 2014 from YJB to an adult Category C training establishment. Warren Hill will act as an enabling/ testing environment for long term/indeterminate offenders who have addressed their offending behaviour and are looking to progress to the open estate.

Warren Hill will have a 40 place Therapeutic Community and a 20 place post-treatment PIPE.

Category D:

HMP Hollesley Bay will provide Category D accommodation and will prioritise longer term offenders from the training estate.

HMP Norwich also has a small, 42 place Category D unit.

Sex Offender:

Sex Offenders who are categorised as B or above will be transferred out of region to a nationally resourced appropriate site such as The Isle of Wight or Rye Hill until their risk has reduced sufficiently to support a downgrade to Category C. The East of England has 2 Category C Sex Offender establishments which will also operate as a national resource, HMP Littlehey and HMP The Bure.

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HMP Norwich will provide a Sex Offender support unit for Sex Offenders who are pre or post treatment.

Bure - Core SOTP
Extended SOTP
Healthy Sexual Functioning Programme
Hi intensity – pilot
Thinking Skills Programme

Littlehey - Core SOTP
Thinking Skills Programme
Resolve

Young People and Young Adults

Warren Hill has been decommissioned as a Young People's site and as such, there are will be no specific Young People's establishments within the region. HMP Littlehey currently holds sentenced young adults and has a resettlement function, however there is currently consultation about whether to integrate the young adults into the adult training estate following a national review, which may lead to Littlehey becoming totally sex offender with a 20% VP population.

Programme Delivery:

Littlehey - Thinking Skills Programme
Resolve

SECTION 4: COMMISSIONING INTENTIONS

4.1 A Regional Response to Commissioning Intentions

CI Title & No.	Response to Commissioning Intention	Where appropriate, name which establishment/s annex will provide further detail
1. Enhance public protection and ensure a safe, decent environment and rehabilitative culture	<p>The East of England is committed to providing a safe, decent and legal environment within all establishments with a shared focus on positive change and progression. An environment where staff are confident in their authority and believe that offenders can change and desist from criminality with the right interventions and support. As well as enhancing our delivery we will use the national monitoring support mechanisms available to reflect on and review our policies and procedures. We will:</p> <ul style="list-style-type: none"> • Develop and embed staffs skills, enhancing their knowledge to support an 'every contact matter' culture, encouraging staff to develop ideas and better ways of delivering work; • Review Offender Management practices as part of the new, National Offender Management arrangements; • Monitor the timely completion of offenders initial OASys reports and subsequent reviews to ensure regional compliance and assess the impact of imported offenders arriving without an OASys; • Monitor acts of violence including trends and the actions taken as a result of violence; • As part of the introduction of Mercury, review intelligence systems to ensure they are resilient to threats and provide proactive risk based management of drugs, including legal highs, alcohol, mobile phones and violence. 	
2. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider	<p>East of England Region will work to a shared understanding of an offender journey that will enable services to be delivered in a logical and complementary approach through developed partnership working and integration for a shared vision. We will:</p> <ul style="list-style-type: none"> • Support the implementation of Through The Gate services; • Co-ordinate and integrate a shared understanding and vision for every establishment 	

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partners	<p>through effective sharing of information and effective working relations;</p> <ul style="list-style-type: none"> • Monitor the tendering process for Healthcare provision to ensure the successful provider delivers a standard of care expected within the NHS for all patients, including mental health provision and a commitment to substance misuse reduction and agree an appropriate level of monitoring; • Agree an appropriate level to monitor the delivery of Education services to ensure a consistent provision which meets the needs of the offender population. Monitor the tendering process which is due to commence within this 3 year period; • Review and formalise Governance procedures to monitor effective delivery of providers. 	
3. Deliver an efficient, quality service	<p>The East of England region are committed to delivering services that will have most impact on offenders attitudes and behaviours through risk factor planning and evidence based resource targeting. We will:</p> <ul style="list-style-type: none"> • Ensure delivery is in line with workforce planning, BDG specifications (except where over provision is agreed with the Commissioner) and budget allocation; • Use evidence based resource targeting with supporting rationale; • Use the segmentation data and the quarterly cube data to monitor intervention and service delivery and ensure that provision is appropriate to the populations need; • Review and monitor quality assurance for delivery including evaluation if there is no clear evidence, where necessary; • Deliver and where necessary amend prioritisation to best impact on Reducing Re-offending. 	
4. Ensure delivery is matched to population, purpose and NOMS outcomes	<p>The East of England region will ensure that its delivery is responsive to the population and the Segmentation data. Through a regional approach we will offer a wide range of accommodation, services and interventions targeted at giving offenders the best opportunity to progress positively through their journey in custody and on to their release. We will:</p> <ul style="list-style-type: none"> • Implement the national Estates Reconfiguration model; • Review and understand each establishment's population annually using all the resources available to target appropriate interventions appropriately, responding to population needs, highlighting issues to Population Management; • Review programme delivery giving consideration to high risk provision and 	

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	<ul style="list-style-type: none"> • Provide a 40 place TC unit, a 20 bed post-treatment PIPE and a new enabling environment as a national resource; • Provide a PD unit as a national resource with 12 assessment and 12 treatments places. 48 place pre-treatment PIPE. • Provide DSPD unit as a national resource with 70 places. • Provide a Mother and Baby Unit with 12 places for offenders and 13 places for babies. 	Warren Hill* Wayland* Whitemoor Peterborough
5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes	<p>The East of England region is committed to ensuring that offenders individual needs and characteristics are identified and supported through partnership working which is responsive to individuals. We will:</p> <ul style="list-style-type: none"> • Review regional population and adapt provision to appropriately meet its characteristics, responding to change and adapting to emerging needs; • Monitor Mental Health provision and work with other stakeholders to ensure it's full integration; • Provide appropriate accommodation and support for older offenders. • Provide an enabling/ testing environment for ISP and longer term offenders who have addressed their offending behaviour and are looking to progress to the open estate. • Provide a mother and baby unit for female offenders with young babies. 	 Norwich & Hollesley Bay Warren Hill* Peterborough
6. Deliver priority national or specialist services	<p>The East of England will work collaboratively with specialist services to ensure public protection and to deliver a solid and integrated approach to the criminal justice system in the most efficient manner. We will:</p> <ul style="list-style-type: none"> • Monitor national policies and procedures for assessment and management of extremist offenders, corruption prevention and equalities data; • Review ROTL provision in line with national changes from the MOJ & HMIP reviews and include 'giving back to the community' work where possible to support the Restorative Justice ethos; • Monitor regional links with national specialist services and measure their effect; • Monitor the effective use of technology and resources to maximise savings. 	

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* See section 4.2

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
4. Ensure delivery is matched to population, purpose and NOMS outcomes	From 1 st April 2014 open and build up to full capacity as a Category C Special Role incorporating a 40 place Therapeutic Community and 20 place post-PIPE unit with an enabling / testing environment for long term offenders who are looking to progress to open conditions. The re-role will also occur with the intention of combining Warren Hill and Hollesley Bay as a single establishment by April 2015.	HMP Warren Hill & Hollesley Bay
4. Ensure delivery is matched to population, purpose and NOMS outcomes	From May /June 2014 open and build up to full capacity a 24 place Personality Disorder Unit (12 assessment and 12 treatment places) and a 48 place post-PIPE as a national resource.	HMP Wayland
2. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners	Regional Office will carry out 3 staff engagement/focus groups within the financial year 2014/15 to support staff of all levels in their role within the establishments and share knowledge to develop enhanced working relations.	
2. Strengthen integration of service delivery between	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	

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<p>directly funded, co-commissioned providers and wider partners</p>	<p>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:</p> <ul style="list-style-type: none"> • 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 <p>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</p>	
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SECTION 5: ACCREDITED PROGRAMME PROVISION

A summary of the Accredited Programmes provided in the Region

Accredited Programmes Provided within the Region							
	PSP		PMP		REGIONAL TOTAL		Total National Volume (Completions)
Name of accredited programme	Number of agreed starts <small>(expected for 2014-15)</small>	Number of agreed completions <small>(planned total for 2014-15)</small>	Number of agreed starts <small>(expected for 2014-15)</small>	Number of agreed completions <small>(planned total for 2014-15)</small>	Number of agreed starts <small>(expected for 2014-15)</small>	Number of agreed completions <small>(planned total for 2014-15)</small>	
Programme Type: General							
Thinking Skills Programme (TSP)	286	257	60	54	346	311	3534
Democratic Therapeutic Communities (DTC)	25	11			25	11	168
Total	311	268	60	54	371	322	3702
Programme Type: Violent							
Alcohol Related Violence (ARV) Programme	40	36			40	36	104
Healthy Relationships Programme -High Intensity (HRP-HI)	8	7			8	7	137

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RESOLVE	152	136			152	136	1472
Self Change Programme	32	26			32	26	174
Total	232	205	0	0	232	205	1887
Programme Type: Sex Offender Treatment Programme (nationally commissioned)							
Core Sex Offender Treatment Programme (C-SOTP)	81	67			81	67	613
Extended Sex Offender Treatment Programme (E-SOTP)	18	17			18	17	124
Healthy Sexual Functioning (HSP) Programme	3	3			3	3	43
High Intensity Pilot	36	34			36	34	34
Total	138	121	0	0	138	121	814
Grand Total	681	594	60	54	741	648	6403

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

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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

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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 through the Notice of Change process, except where the change introduced by the Service Specification(s) is not material.
- 7.3.3 HMPS will meet the SLA Delivery Requirement Levels set following negotiations with the Commissioner and documented on the NOMS Performance Hub.
- 7.3.4 Where there is a need to make material changes to the Service Requirements, HMPS and Commissioner will follow the Notice of Change process set out in Section Six. Such changes will reflect NOMS requirements and priorities, as well as any agreed recommendations arising from audit and inspection reports.

7.4 Audit, Assurance and Risk Management

- 7.4.1 The Establishment shall fully co-operate with any audits or reviews initiated by the Commissioner and provide evidence that any review findings are being addressed.
- 7.4.2 The Commissioner will, where possible, provide HMPS and the Establishment with reasonable notice of any audit or inspection it intends to initiate, but reserves the right to arrange for an audit or inspection to be conducted on any area at any time without prior notice.

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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

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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.

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Annex A: Notice of Change and Business Case templates

NOTICE OF CHANGE (NoC)

Issued by: [Insert: Commissioner or Provider details]

In respect of: [name of Establishment]

Date of Issue:

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

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:	

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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.]