



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

Kent and Sussex

Template Version P1.0

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 Region/Wales.....	8
3.2 Prison Population.....	8
3.3 Regional Segmentation Profile	11
3.4 Custodial Provision in the Region:.....	13
3.5 Resettlement Prisons.....	13
3.6 Offender Journeys and Provision within the region (include inter-regional relationships)	14
SECTION 4: COMMISSIONING INTENTIONS	15
4.1 A Regional Response to Commissioning Intentions and Regional Development Objectives....	15
4.2 Regional Development Objectives	34
SECTION 5: ACCREDITED PROGRAMME PROVISION.....	36
SECTION 6: NOTICE OF CHANGE PROCESS	37
6.1 Discretionary Changes	37
6.2 Mandatory Changes	37
SECTION 7: RESPONSIBILITIES, TERMS & CONDITIONS	38
7.1 Responsibilities	38
7.2 Delivery partners	38
7.3 Service Definition	39
7.4 Audit, Assurance and Risk Management.....	39
SECTION 8: MANAGING THE SLA.....	40
8.1 SLA Review Process	40
8.2 SLA Delivery Issues and Failures.....	41
SECTION 9: FINANCIAL PROTOCOL	41
9.1 Financial Framework.....	41
9.2 Principles of the Annual Operating Price and Funding Arrangements	41
SECTION 10: ISSUES RESOLUTION	42
10.1 Issues Resolution Process.....	42
ANNEX A: NOTICE OF CHANGE AND BUSINESS CASE TEMPLATES	43

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 at Section Four and relevant 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 Kent and Sussex 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. The **Provider** 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 structure 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. In doing so it describes all of the custodial services provided within the region and through which prisoners will progress during their sentence.
- 2.1.4 The delivery of custodial services by the High Security Estate and those that are managed privately under contract are managed separately. Their performance is not managed as part of this SLA. They are included within the regional profile of the SLA to demonstrate their presence in the region, the provision they offer and their role in prisoner journeys.
- 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. The SLA will be refreshed annually with a 3 year Regional SLA produced on a rolling basis supported by Establishment Local Annexes setting out delivery at each establishment within the region for a period of 1 year.
- 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 10.

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): Michelle Jarman-Howe

Position: Deputy Director of Custody, Kent and Sussex

Date: 25 March 2014

SECTION 3: REGIONAL CUSTODIAL PROFILE

3.1 The Region/Wales

Kent & Sussex region comprises 11 establishments geographically spread from Dover in the east to Ford in the west. This large region is managed by the Deputy Director of Custody, supported by a team of specialists, based at the regional office in Rochester. The 11 sites have a combined operational capacity of 6189 and fulfil a broad range of functions as listed below.

In order to protect the public and provide what commissioners want to purchase, K&S Region subscribes to the Prison Service objectives of;

Holding prisoners securely

Reducing the risk of prisoners reoffending

Providing safe and well ordered establishments in which we treat prisoners humanely, decently and lawfully.

In carrying out our work in K&S we will follow the Prison Service Principles of;

Working in close partnership with our commissioners and others in the Criminal Justice System to achieve common objectives.

Obtain best value from the resources available using research to ensure effective correctional practice.

Promote diversity, equality of opportunity and combat unlawful discrimination.

Ensure our staff have the right leadership, organisation, support and preparation to carry out their work effectively.

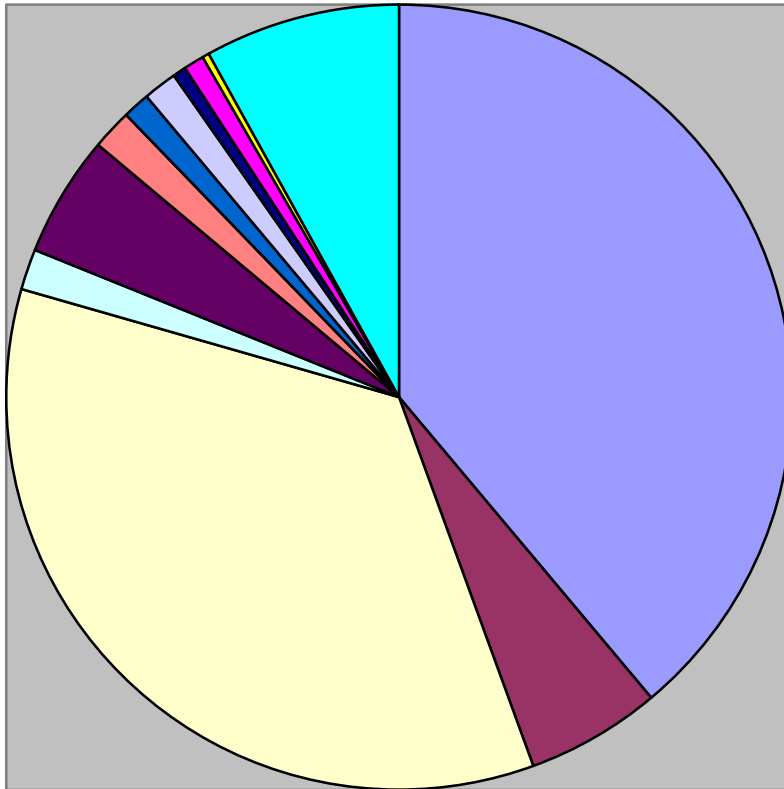
K&S region works in partnership with co-commissioned organisations to deliver services such as healthcare, education and resettlement services. We will continue to develop our commercial confidence and expertise in areas such as Industries, in cooperation with 131 Enterprise Solutions, and in contract management as the Rehabilitation Revolution moves forward with the introduction of 'Through the Gate' services and the restructure of the National Probation Service.

In addition as part of the national reconfiguration project, K&S will review the population composition to prioritise capacity and services for offenders who will be resettled in to local authority areas. This may involve the transfer of offenders between sites in K&S and external moves to other regions, in particular Greater London. Any changes to prison function or regime will be agreed with the GLSE Commissioning Team.

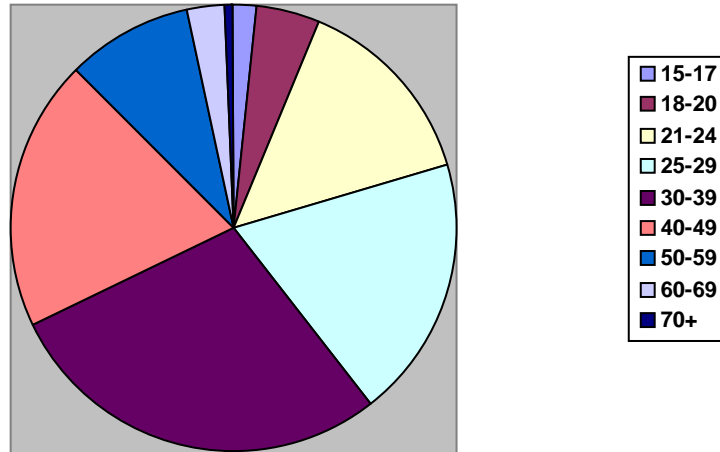
3.2 Prison Population

The establishments listed in 3.4 hold those sentenced by the courts in Kent and Sussex, as well as a large proportion of offenders from elsewhere in the country according to their security category. The largest proportion c2000 comes from the Greater London region. The population total of 5639 is made up of the following demographics. (Data capture Sept 13).

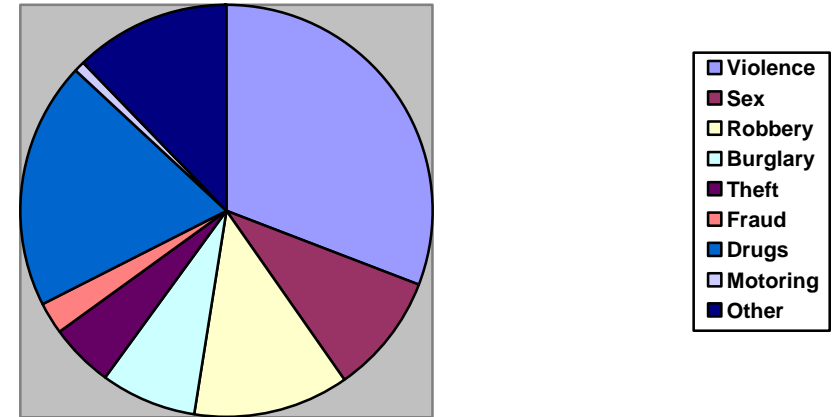
This data analysis does not include the population of Dover Immigration Removal Centre, as detainees are held under Immigration authority.

Offender Regions of Origin

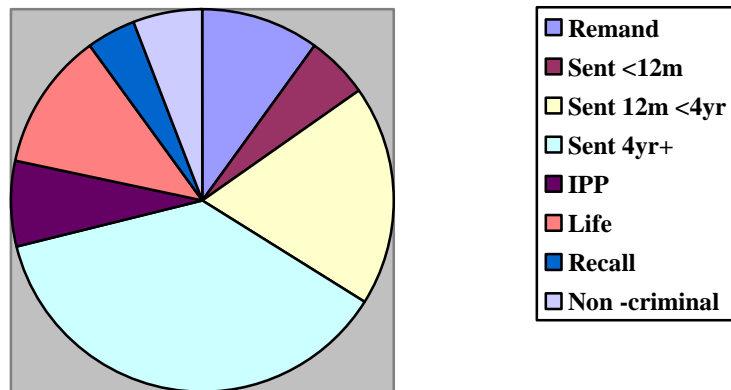
Age Profile



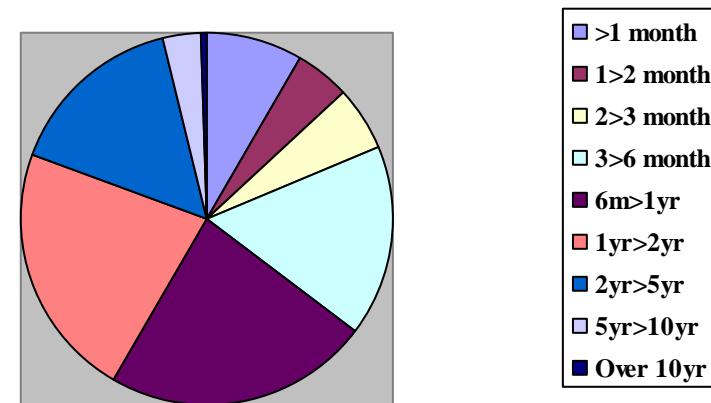
Offence Analysis



Sentence Status



Determinate Time to Serve



3.3 Regional Segmentation Profile

Kent and Sussex 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.

The segmentation data is a profile of the Kent and Sussex region, which includes eleven Public Sector Prisons including 1 female establishment, 1 Foreign National Only prison, 1 young persons site (under 18) and 1 Immigration Removal Centre. There are no high security or privately managed prisons within the Kent and Sussex geography.

Nationally there were 69,866 offenders within the segmentation data cohort. (7%) 4,736 offenders were identified within the segmentation data as being within Kent and Sussex prisons. When reviewing risk of reoffending (OGRS) data regionally:

- 32% were low risk (0-24) of re-offending,
- 26% were medium risk of re-offending (OGRS 25-49)
- 28% were high risk of re-offending (OGRS 50-74)
- 12% were very high risk of re-offending (OGRS 75-89)
- 1% whose risk of re-offending was prolific (OGRS 90-100)

Those offenders whom are low risk of re-offending are the most prevalent group within this region and generally would not require services beyond those described as Core, however this group typically includes a high proportion of sexual offenders; of the 469 sexual offenders in Kent and Sussex about a quarter of are identified as medium risk or higher of sexual reoffending on the OSP and would therefore require additional rehabilitative services. The risk of reoffending levels within the Kent and Sussex region were broadly representative of the national profile, only those with a low risk of reoffending were 7% higher than the national profile and high risk of reoffending offenders were 6% lower in region than the national profile.

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

- 39% of offenders in the region were violent offenders
- 19% of offenders had a drugs offence
- 17% of offenders had an acquisitive offence
- 10% were convicted of Robbery
- 10% had a sexual offence
- 2% had motoring as their main offence
- 4% had an offence classified as 'Other'

Violent, drug and acquisitive offenders are the most prevalent groups within this region which broadly reflects the national profile although the proportion of violent offenders in Kent and Sussex is slightly higher than the national profile (36%). Forty percent of those with a violent index offence in Kent and Sussex were held in Swaleside.

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

- 45% had a sentence length of 4 years or more (determinate sentence)

OFFICIAL

- 23% had an indeterminate sentence.
- 21% serving between 1-4 years.
- 6% of the offenders had 12 months or less to serve
- 5% of offenders were identified as recalls.

The regional profile shows that there are a higher proportion of both long determinate (over 4 years) and indeterminate sentenced prisoners than the national profile. These two groups account for just over two thirds of the prison population in Kent and Sussex whereas nationally, they account for 56%.

The risk of violent reoffending assessment (OVP) data was analysed for the 1824 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)).

- 44% were identified with a low risk of violent re-offending (OVP 0-29) and
- 45% scored a medium risk of violent reoffending (OVP 30-59);
- 9% were high risk of violent re-offending (OVP 60-79)
- 2% at very high risk of violent re-offending (OVP 80-99).
- 21% 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 around 800 violent offenders held in Kent and Sussex may be a Domestic Violence perpetrator currently or at some other time. It is important to note that there may be additional offenders whom are or have been a domestic violence which is not part of their index offence.

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. It should be noted that the date of the snapshot (31st March 2013) falls prior to the re-role of Maidstone to a fully Foreign National Only prison had taken effect. Maidstone had previously been a sex offender treatment site and held over three quarters of the 469 offenders with an index sexual offence. This is no longer the case. The response to intention 4b provides more detail on the management of sex offenders in the region.

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 Kent and Sussex 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.

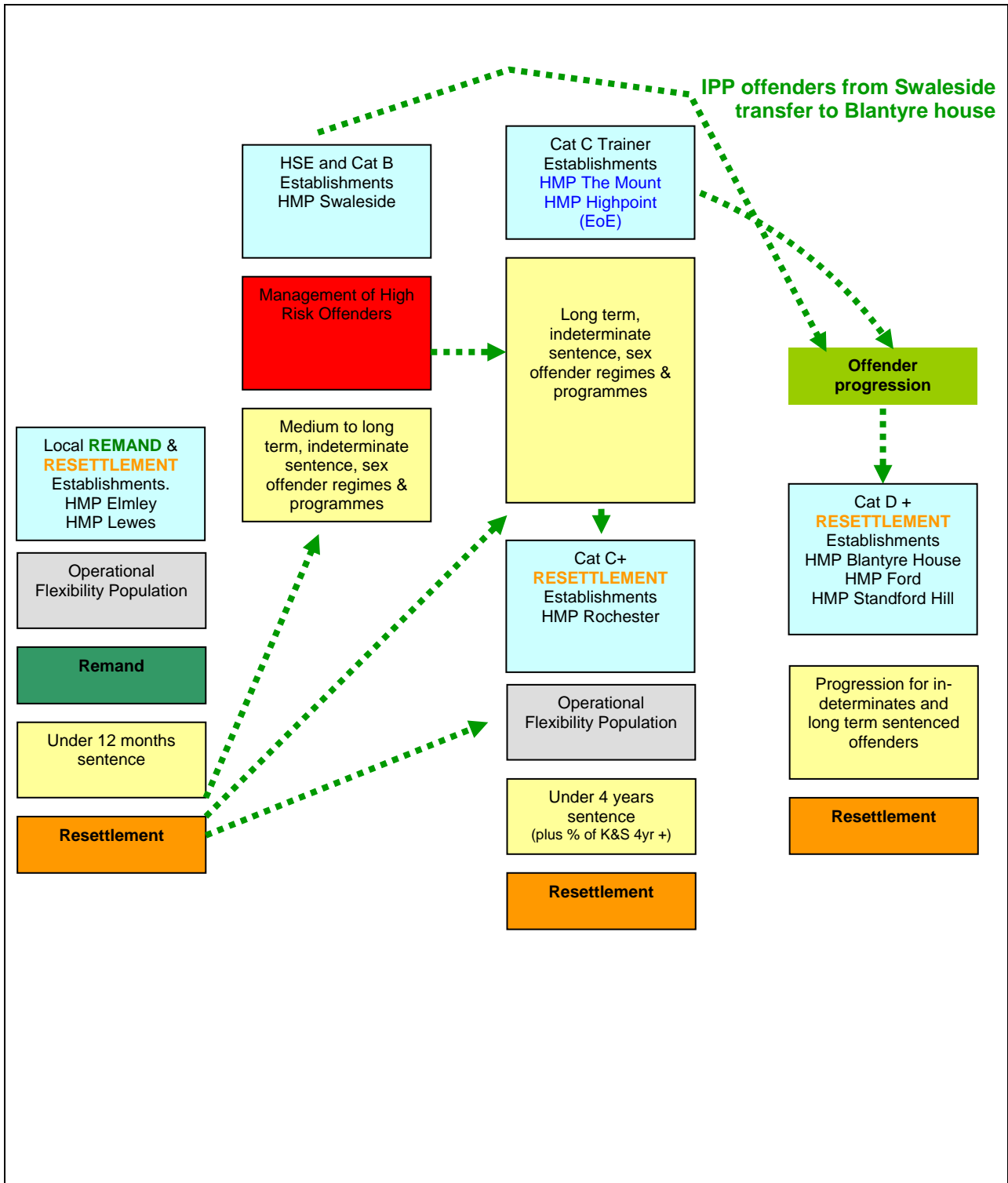
3.4 Custodial Provision in the Region:

Name	Security Cat	Population: Male/Female/YO/Juvenile	Size (Op cap)	Specialist/ National Function	PSP Annex to SLA (yes/no)
Blantyre House	C or lower	Male Adults (21 and over)	122	Resettlement function for long term prisoners, IPPs and Lifers	Yes
Cookham Wood		Juvenile Male	143		No
Dover		IRC	342	Immigration Removal Centre	No
East Sutton Park	Open	Female	100	Open	Yes
Elmley	B	Male Adults (21 and over) remand and remand Young Adults (18-21)	1252	Local and % of cat C	Yes
Ford	D	Male Adults (21 and over)	531	Resettlement	Yes
Lewes	B	Male Adults (21 and over) remand and cat C and remand Young Adults (18-21)	729	Local	Yes
Maidstone	C	Male	600	FNP	Yes
Rochester	YOI/C	YOI and Adult Male	802	YOI/Cat C Resettlement	Yes
Standford Hill	D	Male	464	Resettlement	Yes
Swaleside	B	Male	1112	Training prison, national resource	Yes

3.5 Resettlement Prisons

Name	Contract Package Area (CPA) - Lot
Blantyre House	21
Ford	21
Standford Hill	20 and 21
Lewes (20% of population)	21
Rochester (30% of population)	21
Elmley (20% of population)	21

3.6 Offender Journeys and Provision within the region (include inter-regional relationships)



SECTION 4: COMMISSIONING INTENTIONS

4.1 A Regional Response to Commissioning Intentions and Regional Development Objectives

CI Title & No.	Response to Commissioning Intention	Where appropriate, name which establishment/s annex further detail will be found
<p>1. <u>Enhance public protection and ensure a safe, decent environment and rehabilitative culture</u></p>	<p><i>1a) 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.</i></p> <p>All sites have as their clear purpose and responsibility to protect the public and reduce reoffending. The implementation of both the population reconfiguration and the TTG model will ensure that there are effective offender flows throughout the system and that progression is optimised where appropriate. This will be supported by effective risk assessment systems and ongoing needs analysis and built within a reducing re-offending strategy.</p> <p>Rehabilitation, desistance and progressions will be built into the delivery plans of each provider and future TTG providers, to ensure the needs analysis, risk assessment and enabling environment is build into sentence progression.</p> <p><i>1b) All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance</i></p> <p>Establishments will seek to promote, amongst staff of all grades, a sense of personal responsibility and opportunity to interact with offenders in a way which both models appropriate social behaviour and sets positive expectations regarding offenders capacity to change and desist from offending. Staff within all prisons have a critical role in ensuring that offenders become and remain motivated to engage whilst in prison through interventions, behaviour, employment and links with family. Offenders who feel a sense of personal investment from staff are more likely to experience the environment as safer and may be more responsive to attempts to reduce reoffending. The introduction of the revised IEP arrangements within prison specifically requires both engagement by prisoners in their sentence and positive contribution to the prison community. Effective implementation of this policy will require staff of all grades to acknowledge the progress of offenders through their sentence and create the opportunity for personal support and challenge to be given to prisoners whose risk and social behaviour requires improvement.</p>	<p>Ford, Blantyre House, East Sutton Park, Elmley, Lewes, Rochester Standford Hill</p>

The further development of the every contact matters agenda within Kent & Sussex also gives staff the opportunity to enhance their role and purpose at work during a time of ongoing change and challenge. All governors will seek to proactively communicate the message of what matters to staff in their daily engagement, through the development of their strategic objectives and listen to improve exercises. Ongoing monitoring of MQPL and SQL scores will be used to assess the impact of this agenda.

Kent and Sussex will seek to develop enabling environments in several sites over the next three years and will look to incorporate a variation of the '5 minute intervention' in all closed and open prisons over the next 3 years.

1c) Efforts are made to ensure offenders experience the environment as safe

All offenders regardless of their risk of reconviction are likely to benefit from positive relationships with staff, which promote well-being and are consistently constructive. Helping offenders to develop new pro-social identities, to desist from criminal behaviours and to develop hope that they can change, in a safe environment is crucial.

Prisons in Kent & Sussex will continue to deliver specific training packages for staff to encourage structured and effective communication with offenders. As well as individualised training, prisons in Kent & Sussex will work towards adopting the standards of an Enabling Environment. This will be undertaken in a staged approach within the three PIPE services at HMP Swaleside and any learning considered for closed and open sites in the future.

The Kent & Sussex Region will regularly review the prison MQPL reports in order to capture the feelings of perceived safety by prisoners. This will enable the sharing of good practice or the targeting of resources where appropriate to assist in establishing a rehabilitative culture.

Kent and Sussex have provided operational representation on the national Violence Working Group. Data has been collated from HMP Swaleside to provide direct input into national strategy development. It is hoped when findings are published in April 2014, new methods and practices can be piloted and developed in Kent and Sussex prisons.

	<p>Offenders in open conditions, with low staff supervision, can find themselves increasingly under pressure to traffic illicit articles whilst on ROTL and may experience bullying for the first time as a result. Prisoners recaptured following abscond or FTR from ROTL to open prisons will be subject to interview to determine the causes for breach, this will ensure that intelligence regarding safety issues within the open prisons can be identified</p> <p><i>1d-g</i> <i>1d) Good Quality risk assessments, risk management systems and information sharing between partner agencies result in the application of appropriate public protection and security measures, and these ensure the needs of victims are appropriately addressed.</i> <i>1e) Intelligence is gathered , developed and shared in a safe and timely manner</i> <i>1f) The availability of drugs and mobile phones in prisons is tackled</i> <i>1g) Prisoners are prevented from continuing criminality from within prisons</i></p> <p>Each prison within Kent and Sussex will fulfil a 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 up to date in line with current policy.</p> <p>Kent and Sussex prisons, particularly the open sites, are committed to improve the current quality of risk assessments which support the ROTL process to further reduce the risk of reoffending whilst on license and ensure defensible decision making.</p> <p>Kent and Sussex will contribute to the outcomes and implementation of the national ROTL review and open estate Forum, as well as recommendations from recent investigations. Further, due to the high proportion of Open Prisons in Kent and Sussex the region will ensure the provision of a cross site QA process to improve quality of risk assessments, identify best practice and promote greater engagement and input from partner agencies.</p> <p>The implementation of the population reconfiguration will also seek to ensure, where possible, that offenders subject to indeterminate sentences will be given the opportunity for testing in the cat c or resettlement estate prior to moving to open conditions to ensure readiness and reduce risks of abscond and FTR.</p> <p>Kent and Sussex will seek a solution to OASys backlog across the region to ensure</p>	
--	--	--

OFFICIAL

	<p>that the benefits of this risk management tool can be utilised fully across the estate prior to the implementation of the offender management benchmark.</p> <p>Kent & Sussex, as a MAPPA Responsible Authority will contribute to achieving the strategic aims expressed in the business plans of both the Kent and the Sussex Strategic Management Boards to ensure that the risks posed by specified sexual and violent offenders are assessed and managed appropriately.</p>	
<p>2. <u>Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners</u></p>	<p><i>2a) Evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.</i></p> <p>The Kent and Sussex Region will ensure that all offenders' experience an integrated approach during their sentence where services are combined holistically to ensure the best possible outcomes. Having clear governance structures inter and intra-agency and sharing information appropriately will be placed throughout all of our partnership working arrangements within the region.</p> <p>We will review our stakeholder map and realign our partnership arrangements to ensure that we have a complete set of services that compliment each other. We will also have a nominated lead from within the region for each set or subset of partners to ensure continuity and quality of relationships, allow for improved performance and aid the resolution of issues.</p> <p>Our partnerships will focus mainly on:</p> <p>Health (including mental health, substance misuse and personality disorder) Learning and Skills (employability and training) Adult Social Care, families and relationships Criminal Justice Agencies (crime, extremism, probation and communities)</p> <p>We will work with our existing partners and future TTG partners to support and maximise the delivery of services that reducing re-offending and share the evidence locally and regionally.</p> <p>Our regionalised approach to commercial activity will ensure that the best opportunities are built from strong partnerships and that contractually we are working in a professional and standardised manner.</p> <p>Each SLA, MOU or Partnership agreement will contain formal agreements on how to safely use and share data.</p>	<p>All Prisons within Kent and Sussex</p>

	<p>We will through formal governance arrangements, determine where to allocate resources to ensure need is met in the most effective way.</p> <p>Where resources are locally commissioned (at establishment level) for any non-accredited provision, a regional panel will ensure quality and spend is monitored under PSO4350.</p> <p><i>2b) 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.</i></p> <p>All offenders being released from our resettlement prisons (as part of the reconfiguration work) within the region will have access to information, advice and guidance regarding the Work Programme. Each establishment will ensure that appropriate facilities are in place for advisors to work and that offenders' attend the sessions appropriate to their specific needs in the 3 months before their release.</p> <p><i>2c) 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.</i></p> <p>Health and Substance misuse services are fundamental to the effectiveness of most other intentions that we deliver, therefore the needs-led provision within Kent and Sussex will be embedded, effective and equitable.</p> <p>We will have Regional and Local Delivery Agreements in place to set out our roles, responsibilities and aims for each partnership as well as clear governance arrangements.</p> <p>Within our region we will have local Health Boards that consider and set the wider health strategic issues along with specific tender information, current provider performance and managing risk. We will continue with this good practice model to ensure that our health partners are fully engaged in the outcomes (health and justice) for offenders. The Health Board specifically tasks the 'prescribing forum' where GPs are included in information, intelligence and decision making regarding prescribing in custody.</p> <p>Our Health Needs Assessments are currently carried out on a rotational basis over a 2</p>	
--	--	--

OFFICIAL

	<p>year period, with bespoke HNA taking place for re-tender or specialist tender exercises (need to check with health partners who will do these now that Public Health sits within County Council??) and Governors will ensure that the needs are reflective of the population, especially as the reconfiguration impacts across the region over the coming year.</p> <p>Governors will ensure that within the specific parts of their establishments that require intense dual diagnosis (IDTS and Drug Recovery Wings) that a wrap-around service is provided to ensure that interventions are complimentary and that the regime is geared towards this type of intense delivery.</p> <p>We will, in conjunction with Area Police Forces, work in partnership to reduce the supply of drugs, illegal highs and alcohol into prisons through resource sharing and intelligence. We will hold 6 monthly meetings regionally to share our findings and set our local strategies for proactive reduction.</p> <p><i>2d) Work together with local authorities to ensure that the 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</i></p> <p>The Kent and Sussex Region will commit to strengthening and embedding relationships with local authorities responsible for adult social care and will engage with Commissioners to procure the new services from 2015 to enable continuity of care between establishments and those who are released from custody.</p> <p>We will work towards a specific set of aims which will include:</p> <p>Sharing of information when a person is committed to custody Assessing need when in custody Procuring appropriate equipment Ensuring care transfers between establishments Planning for release</p> <p>Kent & Surrey, as a 'Duty to Co-operate Agency' is participating fully in a self-assessment framework, adapted by the Kent & Medway Safeguarding Adults Board (K&MSAB) Quality Assurance Working Group (QAWG), with the purpose of providing a consistent framework to assess, monitor and improve safeguarding adults arrangements, in advance of legislation anticipated in the near future.</p>	
--	---	--

OFFICIAL

	<p>The framework has been developed to enable use by a range of organisations, utilising the Solihull Safeguarding Adults Board tool and 'Safeguarding Adults: Advice and Guidance to Directors of Adult Social Services' (March 2013).</p> <p><i>2e) Work with local authorities to promote inclusion of, and maximise benefits to, offenders' families</i></p> <p>In Kent and Sussex we already have informal links into the 'Troubled Families' agenda as many families listed at Borough Council level have someone in custody and this will continue to form part of our Reducing Re-Offending Delivery within the region.</p> <p>Within the region we shall ensure that our visitor's centres are places of useful, up to date information for families with signposting and support facilities where appropriate.</p> <p>We shall continue to engage with third sector provision and future TTG providers to offer specific family intentions that are needed and enable these services within our prisons.</p> <p><i>2f) 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.</i></p> <p>The personality disorder strategy and project boards at HMP Swaleside have developed a service design which will be effective for the offenders on Preparation, Treatment and Progression. The evidence informed treatment model is designed to meet different needs at different stages of an individual's pathway and development structure to the service. This will enable us to take account of the significant fluctuations in motivation, emotional stability and coping which is characteristic of people with severe personality difficulties, HMP Swaleside pathways service is a stepping stone to and from other kinds of provision within the South of England pathways for high risk of harm personality disordered offenders.</p> <p><i>2g) Align Services with the Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to make prisons places of work and strengthen the focus on employability. Enhance access to mainstream learning and employment services for offenders on return to the community.</i></p>	
--	---	--

OFFICIAL

	<p>OLASS 4 partnership arrangements are well embedded with clear governance procedures. Our Regional Strategy Board reviews resources, performance and need on a quarterly basis and our relationship with the commissioner is tangible and active within this forum. Curriculum reviews are regular and ongoing to ensure that needs are met with a changing population but also with changing employment opportunities upon release.</p> <p>We will set minimum standards for learning and skills within specific work areas within each prison to ensure that functional skills are given the local importance required to reduce risk. Access to mainstream learning is already an important factor within the open prison within region but something that we can build upon more successfully. Utilising our space and buildings better within open prisons and offering more shared community/prison provision will improve the offer to offenders in the later stages of their sentence.</p> <p><i>2h) Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.</i></p> <p>We will ensure that our regional model of commercial work is supportive of accessing employment through the gate and will construct better contracts to support the justice outcomes required. Our local industry growth plans will determine the increase that we aspire to in each prison site to achieve 'working prison' status, delivering the employment ethic that is needed for release.</p> <p>We will also allow for good quality 'preparation for work' courses via the curriculum provision in each site and continue working with Careers Advisors to ensure the best possible outcomes and ensuring their service is enabled.</p> <p>Kent and Sussex Region is committed to working with the Shannon Trust to establish a National Reading Network in every prison. Each prison will nominated an SMT lead and will provide a weekly staffing commitment for delivery. After completing the training, peer mentors will be able to offer reading support to all prisoners with the aim of providing a supportive and safe learning environment.</p>	
<p>3. <u>Deliver an efficient, quality service</u></p>	<p><i>3a) 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.</i></p> <p>Nationally all public prisons have been reviewed under the "benchmarking process".</p>	<p>Accredited Interventions SDR's can be found in Annexes for HMPs Elmley, Lewes, Maidstone, Rochester and Swaleside.</p>

OFFICIAL

	<p>This programme has analysed best performance in both staffing levels and regime delivery before applying this generically across each part of the estate. All prisons in Kent and Sussex are due to have implemented report recommendations from site visits by April 2015 to ensure efficiencies are driven through and an effective regime is embedded.</p> <p>The Kent & Sussex Region is committed to focussing resources on the delivery of evidence –informed interventions and services.</p> <p>More specifically, the region will deliver a number of accredited interventions, in order to target instrumental violence, alcohol related violence, domestic abuse, emotional management, general offending behaviour and resettlement needs. The service delivery requirements for accredited interventions have been based on a regional needs analysis (see Commissioning Intentions 4 response). The K&S Region will work closely with BDG to implement the optimum delivery model for all accredited interventions delivered.</p> <p>The Kent & Sussex region will ensure that non accredited interventions are grounded in a credible theoretical model of change, using a high quality methodology. Investment in non accredited interventions will be regularly reviewed.</p> <p>Staff involved in the delivery of interventions and specialist services are competent to deliver the specific work strand and this has been achieved through specific programme training or professional qualification. Ongoing support is provided through on-site individual and group supervision, as well as counselling.</p> <p>Education - The needs analysis will determine the ETE need of each K&S prison. OLASS4 provider will agree with each K&S prison how the curriculum will sequence and compliment existing provision, providing continuity of ETE services both within the prison and on release. The curriculum will be determined by the individual needs of offenders and those of the labour market where they will be resettled.</p> <p>Identification of basic skills needs and addressing those needs, for those who require support, must be a priority of OLASS4 at an early stage of an individual's sentence, so that prisoners can fully engage with a prison's rehabilitative regime and the increased focus on vocational skills development set out in <i>Making Prisons Work</i>.</p> <p>The intense period of preparation for work prior to release (within sight of release-less than 12 months left to serve) will also support opportunities for prisoners to learn vocational skills and practice business skills, making self employment a further</p>	
--	--	--

OFFICIAL

	<p>option for those for whom it is viable.</p> <p>The OLASS4 provider must provide skills training, in support of prison work that is available where that work represents real employment opportunities on release, strengthen employer links, and ensure strong links with the DWP's Work Programme.</p> <p>Access to realistic, relevant and up-to-date careers advice will help offenders make informed choices about their future options on release. K&S prisons will work closely with the National Careers Service (NCS) in custody to ensure that linkages to mainstream careers services and learning opportunities are available, both pre-imprisonment and post release.</p> <p><i>3b) Have robust quality assurance processes in place to ensure offender services are (a) delivered as they are intended (i.e. with integrity and as planned and designed) and (b) that they are effective.</i></p> <p>The Kent & Sussex region has a number of robust quality assurance processes in place across a range of work streams.</p> <p>As the region moves through the new initiatives resulting from benchmarking, the need for robust and transparent governance has been identified. A regional programme board meets monthly to ensure progress on all sites is timely and to a high standard. Working closely with regional workforce planning and finance meetings, strong governance of staffing and financial efficiencies is achieved, As the state reconfigures this places the region well to redeploy resources geographically as and when required.</p> <p>For accredited interventions there are Compliance (capturing the operational elements) and Clinical audits, as well as on site treatment management oversight to ensure clinical integrity. Data regarding the performance of accredited programme delivery sites is collated on a monthly basis in order to mitigate against risks associated with non delivery. For non accredited interventions, the National Interventions Directory (NID) is collated at Regional level. A quarterly/annual review of the NID is undertaken to establish accuracy & consistency with the regional SLA and establishment annexes. A PSO 4350 panel is in place to regionally approve and quality assure non accredited interventions. A review cycle is established to ensure that across the year each prison's proposed non accredited interventions are reviewed.</p> <p>With regards to the personality disorder service, a research post built into the PIPE staff structure to contribute to evaluation of the service. In response to the focus</p>	
--	--	--

OFFICIAL

	<p>upon risk management procedures in open establishments, each of the 4 open prisons in K&S are reviewing each others ROTL assessments in order to quality assure risk management decision making processes. In addition, during 2014/15, research is planned to evaluate the effectiveness of the IPP mentoring service in K&S open prisons.</p> <p>The outcome of the evaluation will be fed into future commissioning discussions.</p> <p>Quality assurance of learning and skills for offenders in custody is continually developed in line with the Common Inspection Framework and the Framework for Excellence. Quality assurance arrangements are the responsibility of the prison as inspected and reported on by Her Majesty's Inspectorate of Prisons (HMIP)/Ofsted. The annual learning and skills self-assessment report (SAR) for the prison is the responsibility of the Governor's designated representative. The SAR is in line with the principles set out in the Common Inspection Framework.</p> <p>The OLASS4 Governance framework and the Cluster partnership Boards represent the commissioning arrangements of the OLASS4 contract with partner SFA.</p> <p>Lessons learnt from existing commissioning arrangements will be developed as a model of good practice for future TTG models and arrangements.</p> <p><i>3c) Review delivery where it exceeds the minimum requirements set in the NOMS Service Specifications.</i></p> <p>During the 2013/14 Commissioning Round, all K&S establishments subject to the SBC programme reviewed delivery against the minimum specified outputs. This review identified areas of over delivery in the following specification;</p> <ul style="list-style-type: none"> • Conduct Visits <p>The SBC directs a prison, holding convicted offenders, to provide a 2hr daily visits session. The minimum visit entitlement for a convicted offender within the SBC and PSI 16/2011 is two, one-hour social visits in every four week period. In the long term sites, in order to promote, maintain and strengthen family ties, delivery exceeding the minimum requirement encourages quality engagement between families and prisoners and allows sufficient time for this activity for visitors who have travelled a long distance to establishments.</p> <p>The capacity of visits halls in these sites is sufficient to permit additional delivery without impacting on the opportunity for all prisoners to obtain the minimum</p>	
--	--	--

OFFICIAL

	entitlement. There is no additional financial expenditure as any delivery exceeding the minimum is kept within the parameters of the mandatory SBC framework. *Awaiting the Governors view on continuing this extra delivery in 14/15	
4. Ensure delivery is matched to population, purpose and NOMS outcomes	<p><i>4a) Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they will deliver the greatest outcomes for investment.</i></p> <p>Segmentation data and local data sources will be used to best target resources across the K&S region. The completion of a Regional offender needs analysis for accredited interventions has enabled an evidence-informed approach to setting service delivery requirements. The delivery site will select offenders whom meet each programme's risk and need criteria, based on; likelihood of any reconviction, risk of serious harm, risk of violent reconviction, risk of sexual reconviction, and priority access for indeterminate sentenced prisoners.</p> <p>There is a need for a generic regional needs assessment that is localised to meet the need of the population, however does allow for analysis at local level and regional, to allow for planning of resources and identifying resettlement needs with TTG partners.</p> <p>Action plans are in place to ensure OASys backlogs are addressed in order to ensure that risks and needs are being assessed to inform rehabilitation services need.</p> <p>Local data sources are being utilised to feed into the national Violence Working Group. Specific data from HMP Swaleside will be collated and contribute to overall strategy formulation of new approaches to violence reduction. Findings for this national work should be published in April 2014 with the aim of introducing new and innovative approaches over the following 12 months to establish the nature and cause of the assaults (prisoner on prisoner and prisoner on staff?); with a view to providing detailed information to the national group and to offer recommendations to appropriately and effectively manage these behaviours.</p> <p>With the OLASS4 contract and realigning the curriculum within the funding allocation and provision to the new core day under NWOW, the curriculum will be reviewed with the changes, maximising opportunities in embedding education into workshops and the individual needs of offenders and those of the labour market where they will be resettled. Workshops with band 4 staff will deliver industry recognised qualifications prior to 12 months of release. A review of workshops within the region will prioritise those that meet LMI gap and link into employment on release. A</p>	

OFFICIAL

	<p>regional growth plan will be developed to maximise the use of fixed resources.</p> <p>With regards to the PD service, a referrals panel is in place to ensure that resources are targeted at offenders most likely to benefit from the service.</p> <p>The Kent & Sussex Region will also consider how the newly developed actuarial tool (available April 2014), which is part of the Transforming Rehabilitation Programme, could be utilised alongside other risk information, including the risk of serious harm assessment, to best target resources for rehabilitation services, case management and risk management.</p> <p><i>4b) Ensure the use of custodial capacity delivers the most cost-effective configuration of places and meets the MOJ's strategic requirements and the needs of co-commissioning and delivery partners whilst reducing cost.</i></p> <p>The prison estate is vast and accommodates over 83,000 prisoners across a capacity of 88,000 prison places in 126 establishments geographically dispersed across England and Wales.</p> <p>The logistics of managing this vast estate and population are significant. The current configuration has evolved over decades driven in the main by demand, opportunity and design, a consequence of which is a lack of optimisation of prisoner flow and access to offender services. As pressure in the system increases as a result of closures, reductions in resources and the cross government drive to reduce the cost of public services, ensuring we can optimise key resources for NOMS will be a fundamental enabler to more efficient, effective and economic delivery of offender services.</p> <p>The Reconfiguration Review has been tasked to consider this challenge and ensure that as we drive down costs and develop tighter delivery models we do not eliminate key services, functions or activities that are essential to reducing reoffending or increase considerably our operational risk which would compromise our ability to hold all offenders sentenced by the court.</p> <p>The outcomes are to;</p> <ol style="list-style-type: none"> 1.Reconfigure the estate to support delivery of the new Through the Gate (TTG) resettlement model to ensure offenders with 3 months left to serve are held in the appropriate prison; 2.'Queue' establishments with a resettlement element to ensure offenders are 	
--	--	--

OFFICIAL

	<p>transferred to their assigned prisons within an appropriate timeframe to support delivery of TTG services and minimise inter-prison transfers;</p> <p>3.Reconfigure the remainder of the estate to establish the most appropriate configuration of establishments, security categorisation and regimes for the resident offender population, working with DDCs, Commissioners, Governors and Population Management Unit to align prison allocation criteria with need ;</p> <p>4.Work with Commissioners to align offender needs and services with reconfiguration proposals; and</p> <p>5. Work with Commissioners and National Operations to establish national and regional priorities to inform and influence the current commissioning round (for 2014/15) which balance national custodial needs with local delivery strengths.</p> <p>The diagram in section 3.6 of this SLA provides a simple overview of the custodial journey for offenders in K&S. As part of the national Reconfiguration Project, the current adult male population of jails in K&S has been analysed with regard to the following factors;</p> <ul style="list-style-type: none"> • Initial sentence length • Current security category • Time left to serve • Region of origin <p>We will prioritise use of the region's operational capacity for offenders from K&S, where the allocation of a prison place is the most suitable location, taking in to account the factors above. Approximately 560 K&S offenders need to return from other regions for provision of resettlement services and 330 non K&S offenders need to leave the region for resettlement in their region of origin. (All currently within 2 year window) Where excess capacity exists, Population Management Unit will utilise the spaces in line with the national population strategy and the concept of locating offenders as close to there home region as possible.</p> <p>This analysis has led to the following proposals for the K&S estate.</p> <ul style="list-style-type: none"> • HMP Lewes will hold the Sussex population and be multi-functional (Local, 0>4yrs) with a resettlement queue and a support site for K&S sex offenders waiting for treatment at HMP Isle of Wight. • HMP Lewes – c80 K&S offenders serving 4yr+ require transfer to Rochester. • Indeterminate offenders require transfer – (c36, 22 K&S) • HMP Elmley retains a 12m>4yr population 'queued' for resettlement. 	
--	--	--

OFFICIAL

	<ul style="list-style-type: none"> • HMP Elmley retains the current cat C trainer population – 240 bed unit (HB5). • Indeterminate offenders require transfer – (c100, 34 K&S) • Transfer the FN population from Elmley to Maidstone; replace with K&S cat C 4yr+. • HMP Rochester retains the integrated adult /YO population and becomes the K&S cat C trainer resettlement establishment. • The 200 Greater London offenders transfer to ‘virtual London’ sites or in to London for resettlement services. • Rochester increases the indeterminate population and 4 yr +% to facilitate transfers from establishments in K&S. • Any excess K&S 4yr+ population transfer to East of England, HMP The Mount or HMP Highpoint. • Swaleside transfer the cat C population (c90). The K&S offenders go to Rochester. (c40) • Open sites gradually increase 4yr+ and indeterminate population, retaining GL cat D offenders. • Surrey offenders are held in K&S establishments and HMP Highdown (Greater London) <p>We will ensure we are using our capacity in the most efficient way possible. The K&S Deputy Director of Custody will therefore set operational priorities strategically to ensure there is a better match between the targeted needs of prisoners and the provision available, while still ensuring value for money.</p> <p>We will review the population specifications used in negotiating SLAs and contracts in light of the reconfiguration of the estate to identify any strategic opportunities to meet this intention. We will work with co-commissioning and delivery partners on developing opportunities to configure our estate differently, and work through the challenges for particular localities, stakeholders and groups of offenders.</p>	
<p>5. <u>Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes</u></p>	<p><i>5a) Individual needs and characteristics are effectively identified, assessed for significance and monitored.</i></p> <p>From a regional perspective, we would expect all prisons to have in place systems for the effective screening, identification and recording of all data relating to the protected characteristics of all their prisoners. This data should be routinely recorded on Prison-Nomis</p> <p>Within our enabled environments, we will be up-skilling staff to work proactively to</p>	

OFFICIAL

	<p>assess (where appropriate) and share relevant information with partners in order to better support the offender.</p> <p>The specific needs and characteristics that establishments will focus on are:</p> <ul style="list-style-type: none"> - Learning, Disability and Difficulty - Physical health and disability - Mental health - Maturity - Family Circumstances - Gender - Sexual Orientation - Race - Age - Faith - Gender re-assignment <p>During establishments Induction processes they will either review previous assessment results or re-test where appropriate for healthcare screening, education assessments, equalities questionnaires, safer custody and cell sharing risk assessments. The outcomes of these will be used to identify the best possible courses of action for each individual offender.</p> <p><i>5b) Information on individual need and characteristics is used to sequence and adapt service to individual need.</i></p> <p>Within the Kent and Sussex region, we will adopt a standardised approach to sequencing which incorporates individuals' needs and characteristics as part of their Offender Management Journey. We recognise that many offenders will require access to specific services before part or all of their risk factors can be effectively tackled. The generic needs analysis at each prison will ensure that the sequence of services is used to support the services to maximise the outcomes.</p> <p>Alongside our staff, we will better up-skill our peer mentors to allow them to gain a fuller understanding of Protective Characteristics and how this information can be particularly sensitive to each individual.</p> <p>The information gathered can then ensure a 'tailoring' of services via sequencing, resulting in the most effective intervention type and style being delivered to each offender.</p>	
--	--	--

OFFICIAL

	<p>Within accredited programmes, responsivity interviews are utilised, in order to enable the treatment manager to focus on ways to make inclusion possible. Areas considered include; intellectual ability, language, literacy, dyslexia, mental and physical health, psychopathic traits and disability. Within the higher intensity programmes, an assessment of cognitive functioning is completed where there are concerns that the offender's level of intellectual functioning may prevent meaningful engagement with the material or may cause difficulty coping in the group setting. More specifically, one of the strengths of the Self Change Programme is that it allows offenders to progress through the programme at a rate that matches their individual progress and learning speed.</p> <p>We will work with partners to recognise any additional needs of the population and with them plan the provision accordingly, maximising any external funding opportunities to support the additional need.</p>	
<p>6. <u>Deliver priority national or specialist services</u></p>	<p>6a) NOMS approach to the identification, assessment and management of extremist offenders will be supported by the DDC through monitoring and managing the performance of individual establishments in this area.</p> <p><i>6b) Deliver victim-offender conferences (Restorative Justice) where capacity exists, and develop partnerships and a supportive environment to enable delivery where in-house capacity does not exist.</i></p> <p>Kent has a multi agency approach (KCJB) to RJ. This includes Police, Probation, IYS, Victim Support, and Project Salus. The referral system is in place so that a referral can come from the Offender, Victim or 3rd party to the most relevant SPOC whom will then allocate to the appropriate agency. If the received referral meets HMP criteria (i.e. location of victim) we will move onto the next stage if not then the referral will be deferred at this time.</p> <p>We will continue to allocate facilitators to start the process and risk assessment for the intervention to take place. If the referral goes through to an intervention then an evaluation process is set up for both the Victim and the Offender for 2 weeks later in a questionnaire style. This is also an opportunity to follow up with support and signpost to other agencies if needed. The evaluation forms are then to be collated and sent to the police for collation, also at the end of each month, data collation information are returned by each SPOC to continue to monitor referrals and successful intervention numbers.</p> <p>We have written the local policy and have the Information Sharing agreement in draft form. We have 4 referrals currently on Sheppey.</p>	

6c) Ensure the efficient use of prison places through the development and implementation of local bail strategies and use of HDC for appropriate offenders , including making full use of Bail Accommodation and Support Service.

Kent and Sussex prisons will, through continually improving risk assessment processes, ensure that offenders suitable for HDC, BASS and community services will be identified and assessed at the earliest opportunity. The need to prioritise rehabilitation and effective use of the custodial estate will be balanced in all cases with public protection concerns and the need to maintain public confidence. HDC referrals and approvals will be made within the guidance of the existing PSO.

Prisons will contribute where appropriate to case reviews of further offending whilst on HDC and will share best practice and lessons learnt.

Prisons will ensure the implementation of the Bail Services specification. Sites will promote the availability of Bail Accommodation and support services and will ensure that staff and offenders are aware of the process for access to this provision. Utilisation of these services will be monitored and reasons for declining or increasing levels will be explored.

6d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.

As part of the implementation of New Ways of Working all Phase 1 and 2 sites will deliver their agreed regime refresh and revised core day, which supports the development of a 'working week' for prisoners. In addition all sites will develop local growth plans which will seek to optimise use existing workshop capacity and explore potential for cost neutral expansion where appropriate.

Prisons will work constructively with ONE3ONE solutions and, through a regional model of business development, will also seek to engage with local companies to increase the amount of commercial work available. All work sourced will be subject to the terms of the Code of Practice and will be appropriately priced to ensure compliance with State Aid requirements.

Open sites will seek to incrementally increase the number of companies with whom working out partnerships may be developed, therefore providing real work experiences for offenders in the community prior to release. The prioritisation of these partnerships will take precedence over the further development / expansion of

	<p>on site work activity in these prisons.</p> <p>Through effective needs analysis within the region, the education and employability provision will support employment engagement events through working with our key partners, established national employers and local employers.</p> <p>This will be promoted through employment events and showcasing good practice and sustainable employment opportunities.</p> <p>In order to ensure regime 'take up' prisons will monitor closely both classroom and workshop efficiency rates and will seek to improve year on year the number of offenders working and hours worked until at optimal capacity.</p> <p>The prisons will maximise allocation of education and workshop places and improve the attendance and efficiency, whilst providing a 'working prison' model and increasing retention and success rates.</p> <p><i>6e) Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.</i></p> <p>The use of video link has a number of mutual benefits for prisons, courts and other CJS Partners including improved security through reduced escorts, more efficient court sittings and Justice hearing, reduced escort costs and improved offender welfare.</p> <p>The ministerial strategy and action plan of 2013 promotes the wider use of video conferencing to support offender engagement with CJS and where possible community partners. Increased access will be required to support the implementation of TTG and should be used more widely in the OM process.</p> <p>All Kent and Sussex prisons will promote and facilitate the use of video link technology in order to provide a more optimum service to CJS partners and will at a local level seek to develop more flexible approaches to explore how other partners may benefit from video link and conferencing facilities. All sites with facilities will have a Single Point of contact to promote their use, and ensure the provision of internal resources and address issues of double booking.</p> <p>Kent and Sussex will through the South East HMCTS project board seek to align with court demands, monitor utilisation and provide flexible and innovative solutions to improve usage.</p>	
--	--	--

4.2 Regional Development Objectives

CI Title & No.	Development Objectives What do you want to achieve? What will be the success measure, how will you achieve this and by when?	Where appropriate, name which establishment/s annex further detail will be found
4b	To ensure the effective transition from April 2014 of the population in line with the reconfiguration estate review recommendations to support the introduction of TTG arrangements in October. The effectiveness of population allocations (including high priority groups such as IPPs) will be reviewed quarterly from January 2015 in order to ensure progress and take corrective action where required.	All Adult Male Prisons
1d	To ensure effective Risk Assessment arrangements are in place (reference to the proposed dynamic risk management model proposed under NWoW Phase 3) to support offender progression and particularly ROTL. Specifically open sites will ensure cross site QA of Risk Assessment arrangements at least four monthly and in response to any significant incidents i.e. an offence committed during ROTL and all sites will seek to reduce OASys backlogs and maintain improvements in the next three years. We will introduce the revised Offender Management Benchmark within the open estate and no offenders will be permitted to transfer into the open sites without an OASys.	All Adult Prisons
1f	To ensure support specifically for our acquisitive offenders, all establishments will seek to input into the national strategy regarding the management of legal highs and will introduce and share best practice across the region. Sites with known increasing levels of SPICE use (including Elmley, Rochester, Ford, and Blantyre House) will seek to become Pilot Sites for testing arrangements as soon as these become available.	All Adult Prisons
6d	<p>All Closed Sites will commit to maintain delivery of existing hours and will seek to optimise further growth (at approximately 10% increase in hours delivered each year) until optimal levels of delivery are reached. All closed adult sites will have an agreed growth plan by July 2014 to demonstrate realistic increases in delivery over the next three years, identifying core markets for growth and investment required.</p> <p>Open Prisons will ensure the maintenance of existing on site work spaces but will seek to grow external work placement opportunities at growth level of at least 10% per year over the next three years (subject to increased restrictions introduced to licence arrangements for offenders in open sites following the ROTL review).</p> <p>Governors of all sites will ensure effective allocation arrangements and monitor regime take up in work areas to ensure that offenders attend work. This will be supported by the use of IEP. The DDC will be provided with the data at alternative bilat visits to the establishment.</p>	All Adult Sites

OFFICIAL

1c, 1a, 1b	<p>All prisons across Kent and Sussex will seek to ensure that the experience for both prisoners residing and staff working in our prisons are improved. This will be achieved through a focus on violence reduction (particularly in closed prisons) and the development of enabling environment principles which will seek to enforce the importance of staff offender relationships as a basis for delivering real reductions in reoffending. All sites will deliver a staff engagement strategy by 1st September 2014 with focus on improving trust and relationships with staff. Success in this area will be monitored through MQPL and SQL in the first instance.</p> <p>The staged implementation of the Pathways Unit at HMP Swaleside will provide a national resource and centre of excellence for the successful management and treatment of these offenders.</p>	<p>All Adult Prisoners.</p> <p>HMP Swaleside</p>
6e	<p>Kent and Sussex Region will monitor its establishment's implementation or progress against the NOMS Video Action Plan. Paul Woods 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.</p>	<p>All sites</p>

SECTION 5: ACCREDITED PROGRAMME PROVISION**A summary of the Accredited Programmes provided in the Region**

Accredited Programmes Provided within the Region							
	PSP		PMP		REGIONAL TOTAL		Total National Volume (Completions)
Name of accredited programme	Number of agreed starts (expected for 2014-15)	Number of agreed completions (planned total for 2014-15)	Number of agreed starts (expected for 2014-15)	Number of agreed completions (planned total for 2014-15)	Number of agreed starts (expected for 2014-15)	Number of agreed completions (planned total for 2014-15)	
Programme Type: General							
Thinking Skills Programme (TSP)	170	153			170	153	3534
Focus on Resettlement (FOR)	40	36			40	36	444
Total	210	189			210	189	
Programme Type: Violent							
Healthy Relationships Programme -High Intensity (HRP-HI)	8	7			8	7	137
RESOLVE	220	198			220	198	1472
Building Better Relationships	40	36			40	36	97
Self Change Programme	36	28			36	28	174
Total	304	269			304	269	
Grand Total	514	458			514	458	

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

7.4 Audit, Assurance and Risk Management

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

conduct such investigation and/or proceedings, HMPS shall:

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

SECTION 8: MANAGING THE SLA

8.1 SLA Review Process

- 8.1.1 The SLA Review Process will be a proportionate review of delivery against this SLA and will be conducted in a manner and at a frequency determined by the Commissioner, largely relying on HMPS's internal assurance information and processes. Findings from the SLA Review Process will be made available to HMPS and may be shared with any relevant internal or external stakeholders.
- 8.1.2 Any formal meeting between the Commissioner and HMPS convened as part of the SLA Review Process shall be scheduled in advance wherever possible and both Parties will have the opportunity to involve others if necessary to ensure that issues can be addressed.
- 8.1.3 In addition to the aforementioned SLA Review Process, the Commissioner and HMPS shall agree, as necessary, meetings and visits to any site where Services are provided. This schedule may be reviewed and revised to reflect changes in HMPS's delivery against the SLA.
- 8.1.4 The Commissioner shall have access at all reasonable times to information pertaining to SLA delivery. In addition, HMPS shall support reasonable requests from the Commissioner for information about the Services as required from time to time, and shall despatch promptly to the Commissioner all other relevant information, including, but not limited to, first drafts of the following reports:
- Performance reports, including audit reports
 - Her Majesty's Inspectorate of Prisons reports
 - Prison and Probation Ombudsman reports
 - Reports by the Office of the Surveillance Commissioner
 - Reports by the Interception of Communications Commissioner's Office
 - Any other reports into serious operational failures
- 8.1.5 HMPS will provide service cost information through the INview costing system (supported by MyDetail and Phoenix).

8.2 SLA Delivery Issues and Failures

- 8.2.1 In the first instance, the Commissioner and HMPS will seek to resolve any issues that may arise through bipartite discussion at the lowest appropriate level.
- 8.2.2 If an issue cannot be resolved at the lowest appropriate level between Commissioner and HMPS it shall be escalated to line managers. If the issue is not resolved by escalation then it shall be managed in accordance with the Issues Resolution process detailed in Section Ten of this SLA.
- 8.2.3 Where the Commissioner is not satisfied with the actions taken by HMPS in response to identified delivery issues and/or failures, or it considers the issues and/or failures to be of a serious nature, it may use the Issues Resolution Process detailed in Section 10.
- 8.2.4 Without prejudice to any improvement action that may be under way under this agreement, NOMS reserves the right to take more immediate performance improvement action where serious deficiencies are identified or there is a repetition of the same issues.
- 8.2.5 Sustained failure to deliver could ultimately result in the Commissioner ceasing to commission the services at the Establishment from HMPS.
- 8.2.6 NOMS may take into consideration the performance of the Establishment from periods prior to the term of this SLA.

SECTION 9: FINANCIAL PROTOCOL

9.1 Financial Framework

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

9.2 Principles of the Annual Operating Price and Funding Arrangements

- 9.2.1 The Annual Operating Price for this agreement will be the sum of the annual operating prices outlined in each local establishment annex for this region. Where the Annual Operating Price is subject to change which does not affect the delivery of the Service Requirements in this SLA, no Notice of Change is necessary.
- 9.2.2 The Establishment will receive funding for the financial year from NOMS, subject to the delegated financial authority issued to the Governing Governor on behalf of the NOMS Chief Executive.

SECTION 10: ISSUES RESOLUTION

10.1 Issues Resolution Process

- 10.1.1 The Parties shall seek to work together to resolve any issues (including any failure to agree a matter) that may arise under this SLA at the lowest appropriate level in a timely way, having regard for the objectives of NOMS. If an issue cannot be resolved at this level it shall be escalated to line managers.
- 10.1.2 If the Parties are unable to resolve an issue through line managers, either Party may invoke this process by notifying the other in writing and notifying the Secretary to the NOMS Commissioning and Commercial Sub-Committee
- 10.1.3 The Issue Resolution Process must be carried out in a timely manner, starting with an Issue Report, prepared by the Party which invoked the process, setting out:
- 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.]