



National Offender  
Management Service

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

**2014-17**

**Between**

**The National Offender Management  
Service as Commissioner and**

**Her Majesty's Prison Service**

**In the region**

**South Central**

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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:

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

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**SLA Delivery Requirement  
Level**

The agreed level at which the output is expected to be delivered.  
The **Establishment's** performance will be monitored and  
assessed against this level.

## SECTION 2: FORM OF AGREEMENT

### 2.1 Purpose and Scope of this Document

- 2.1.1 This Service Level Agreement (SLA) sets out an agreement between the Commissioner and HMPS for the provision of prison services commissioned and funded by NOMS within the control of the Deputy Director of Custody for the South Central 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 (Moue).
- 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): Claudia Sturt

Position: DDC South Central Region

Date: 25 March 2014

## SECTION 3: REGIONAL CUSTODIAL PROFILE

### 3.1 The Region

South Central Region covers a wide geographical area that includes Buckinghamshire, Oxfordshire, Hampshire and the Isle of Wight. The region is managed by the Deputy Director of Custody who is supported by a team of specialists, based at the regional office in Winchester. The 7 sites have a combined operational capacity of 4000 and fulfil a broad range of functions, although for the purposes of this SLA Haslar is not included due to its status as an Immigration Removal Centre.

- HMP & YOI Winchester is a Category B local prison accommodating remand and newly sentenced Young Adult and Adult male prisoners. It also has a 129 bed category C training function and will transition to its new role as a resettlement prison during 2014.
- HMP & YOI Bullingdon is a Complex prison with hybrid functions as a Local, Lifer and Category C training prison with capacity for approximately 250 Category B prisoners and 800 Category C prisoners. Bullingdon will also transition to its new role as a resettlement prison during 2014.

The populations of both Winchester and Bullingdon prisons come predominantly from the local surrounding areas that serve the courts in Hampshire, Thames valley and Wiltshire by.

- HMYOI Aylesbury is a dedicated Young Offenders establishment that holds 18-21 year old males. It is a national resource and therefore holds prisoners convicted in many different parts of the country.
- HMP Isle Of Wight is in the process of transitioning to a dedicated Category B Sex offender establishment, retaining a small remand function to serve the Isle of Wight courts. The Isle of Wight is a national Sex Offender resource and provides a significant number of the regions programme interventions.
- HMP Huntercombe is a Category C Foreign National Offender establishment. It holds Prisoners who are in the last 27 months of their sentence and pending deportation decisions.
- HMP Grendon and Springhill is comprised of two prison sites performing markedly different functions. Grendon operates as a specialist dedicated Therapeutic Community and caters for prisoners from all parts of the country. Springhill is a Category D open establishment which focuses on preparation for release.

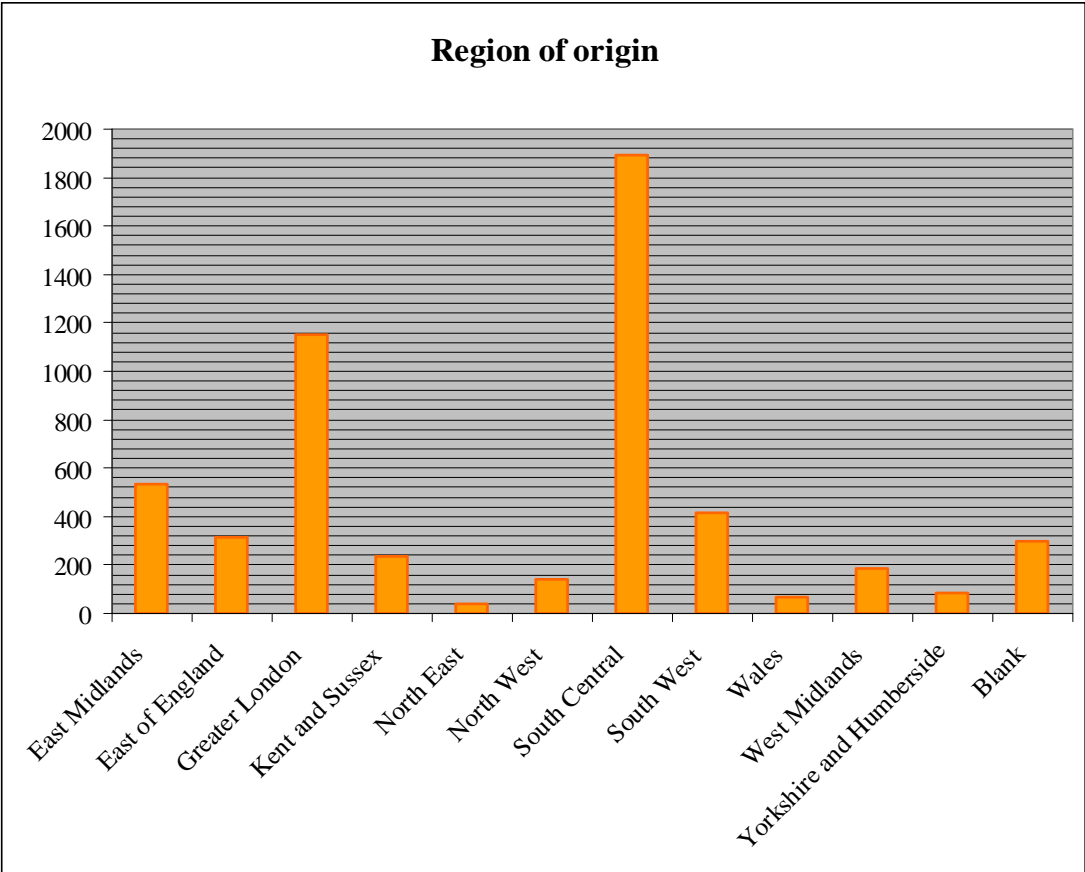
HMP Woodhill is a local prison with a Category A function and although geographically based within the region, it is managed by the Deputy Director of Custody for the High Security Estate. Therefore its functions are not detailed within this Service Level Agreement.

Although IRC Haslar is managed by the South Central DDC it operates under a separate National Service Level Agreement between NOMS and Immigration Enforcement.

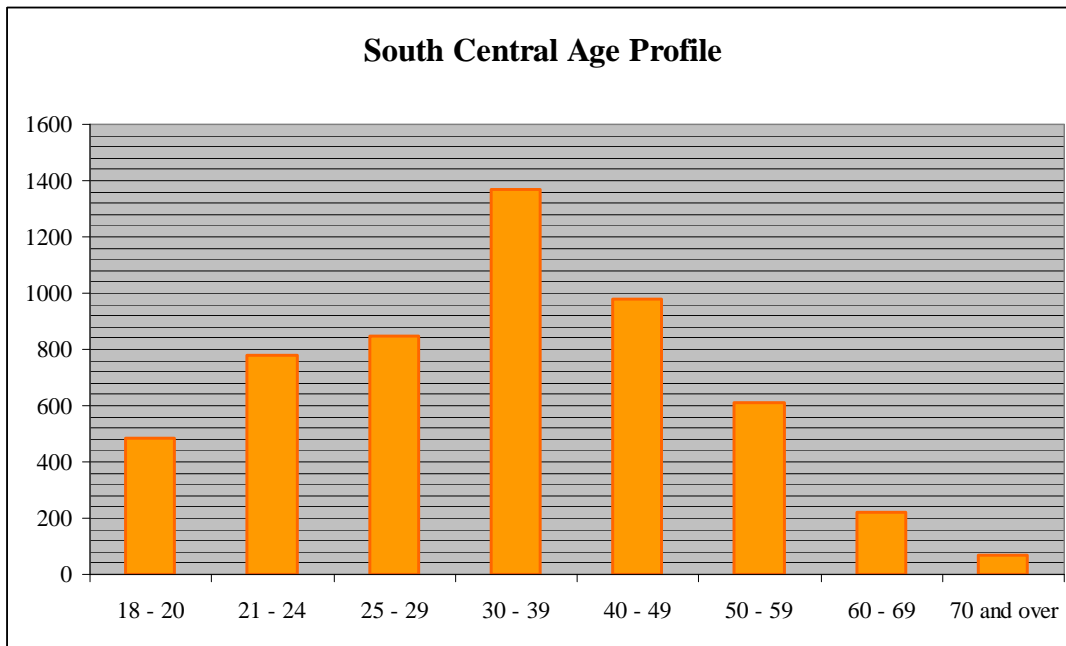


3.2 Prison Population

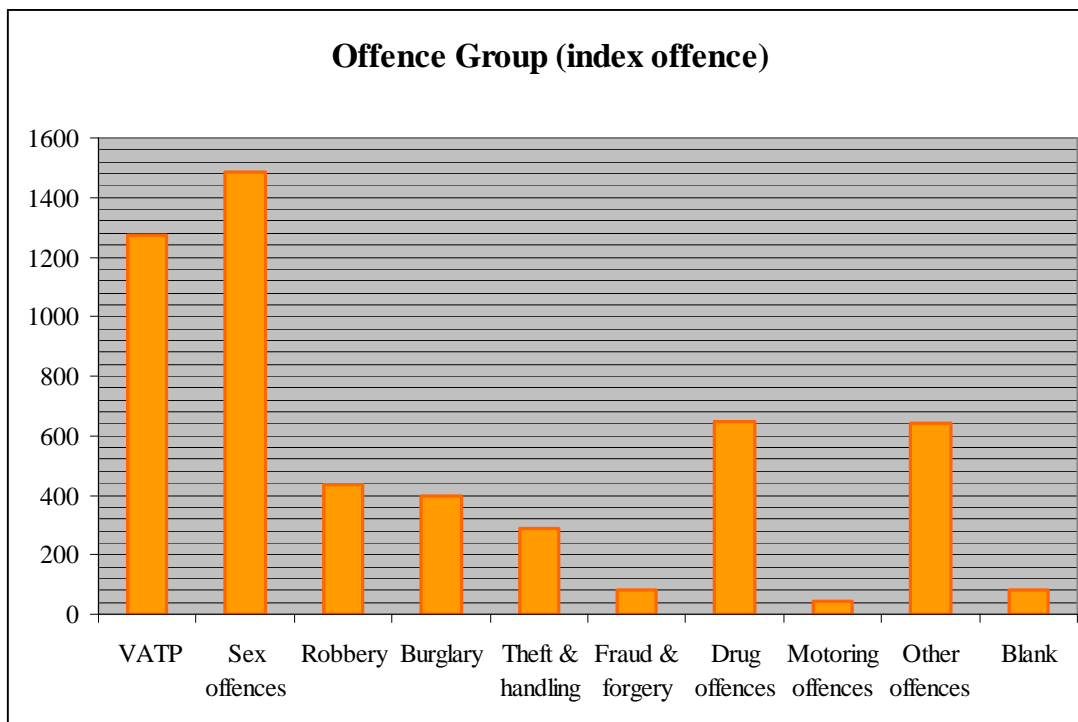
The establishments listed in 3.4 hold those sentenced by the courts in Thames Valley, Devon, Dorset , Cornwall and Hampshire as well as a large proportion of offenders from elsewhere in the country according to their security category. The population total of 4096 is made up of the following demographics. (Data capture Sept 13).



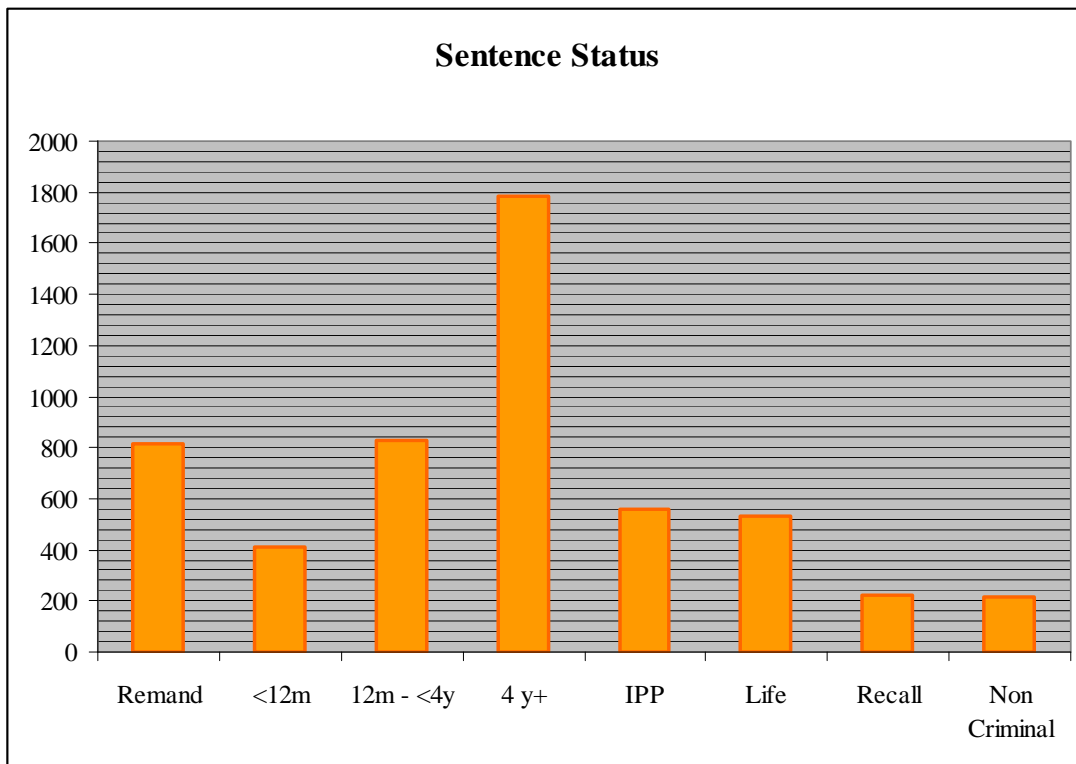
As can be seen from the graph less than half of the total numbers of prisoners within the region originate from the South Central area. There is a high proportion from Greater London with considerable populations from East Midlands and the South West. This is due to the high number of specialist establishments within the region.



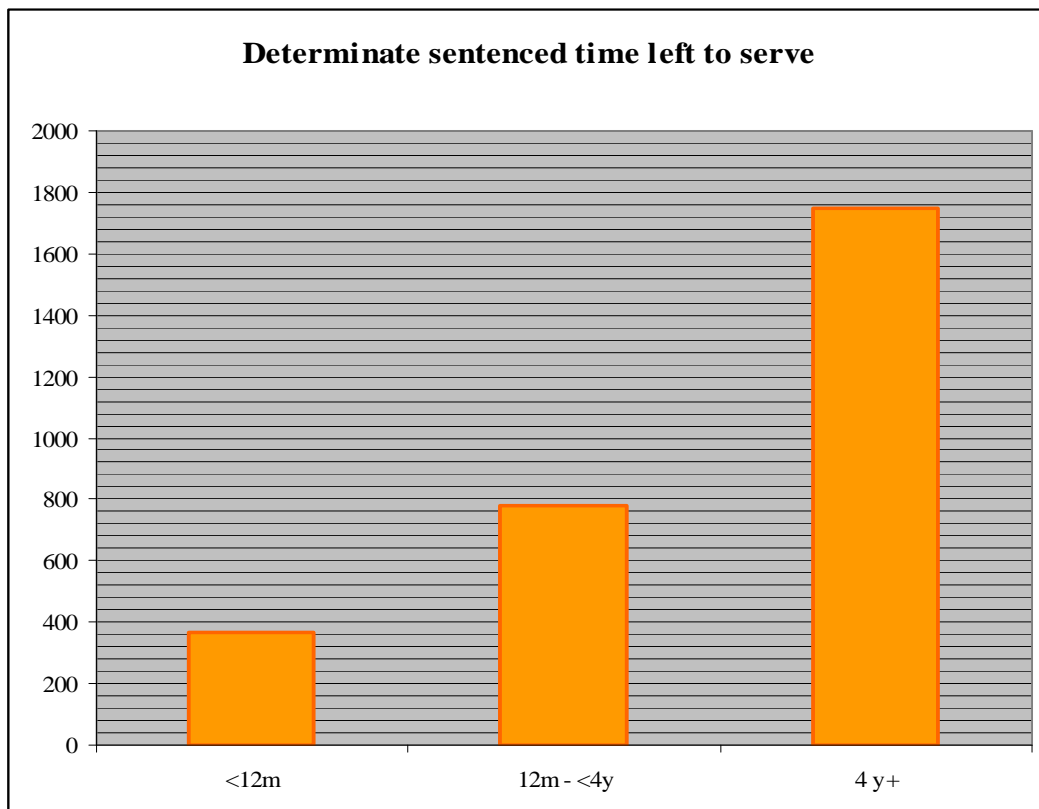
The population profile for the region demonstrates a predominance of 30-39 year olds. There are a comparatively low number of older prisoners (60 years of age or over).



The region has very high populations of prisoners who have committed violent or sexual offences. There are three SOTP treatment sites within the region and one full Therapeutic Community. Violent offenders who require other violence focussed interventions undertake these within Kent and Sussex region.



The region has a very high demographic of 4year or over offences and this is consistent with the high number of sexual and violent offenders catered for by our establishments.



There are a high proportion of prisoners within the region with over 4 years to serve.

### 3.3 Regional Segmentation Profile

#### South Central

The Segmentation data was taken as a snapshot on 31<sup>st</sup> 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 South Central region, which includes 7 Public Sector Prisons (including 1 Young Offender Institution and 1 Foreign National Only prison), 1 High Security Prison and 1 Immigration Removal Centre.

Nationally there were 69,866 offenders within the segmentation data cohort. (6%) 3,913 offenders were identified within the segmentation data as being within South Central prisons. When reviewing risk of reoffending (OGRS) data regionally:

- 37% were low risk (0-24) of re-offending,
- 23% were medium risk of re-offending (OGRS 25-49)
- 26% were high risk of re-offending (OGRS 50-74)
- 13% were very high risk of re-offending (OGRS 75-89)
- 2% 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 1,129 index sexual offenders in South Central about three quarters of whom 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 in South Central were not representative of the national profile; given the high proportion of sexual offenders held in the region, this is to be expected.

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

- 33% of offenders in the region were violent offenders
- 29% of the regions offenders were sexual offenders
- 20% of offenders had an acquisitive offence
- 13% were convicted of Robbery
- 13% had a Drugs offence
- 1% had motoring as their main offence
- 3% had an offence classified as 'Other'

Violent, sexual and acquisitive Offenders are the most prevalent groups within this region. Again, the high proportion of sexual offenders is not representative of the national profile (14%) but given the high level of sex offender treatment and specialist provision available in the region, this is not surprising. Over two thirds of those with an index sexual offence in South Central were held at the Isle of Wight. Since the closure of the Camp Hill site, Isle of Wight is becoming a sex offender prison so the overall number (and proportion) has increased during 13/14.

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

- 43% had a sentence length of 4 years or more (determinate sentence)

- 27% had an indeterminate sentence
- 19% serving between 1-4 years.
- 6% of the offenders had 12 months or less to serve
- 4% of offenders were identified as recalls.

The risk of violent reoffending assessment (OVP) data was analysed for the 1,297 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)).

- 33% were identified with a low risk of violent re-offending (OVP 0-29) and
- 32% scored a medium risk of violent reoffending (OVP 30-59);
- 10% were high risk of violent re-offending (OVP 60-79)
- 1% at very high risk of violent re-offending (OVP 80-99).
- 24% of the offenders with a violent offence had no valid OASys assessment.

There is also some national data analysis on the level of Domestic Violence offending within the violent offenders group. In Prisons, nationally, 16% of violent offenders are a current Domestic Violent perpetrator. 27% are perpetrators at some other time for Domestic violence, leaving 57% whom are not Domestic Violent perpetrators. On this basis around 560 offenders in South Central 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 perpetrator 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. 1,149 offenders were reviewed for their risk of re-offending (with a current sexual offence including those with a sexual motivation /element which are not statutory sexual offences only and excludes unsentenced, non-criminal and young people (<18)):

- 24% of offenders with a sexual offence had low risk of sexual reoffending (OSP score 0-11)
- 34% of these offenders were identified as medium risk of sexual re-offending (OSP score 12-14),
- 27% were high risk of sexual reoffending (OSP score 15-17).
- 15% had a very high risk of sexual reoffending (OSP score of 18-32).

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

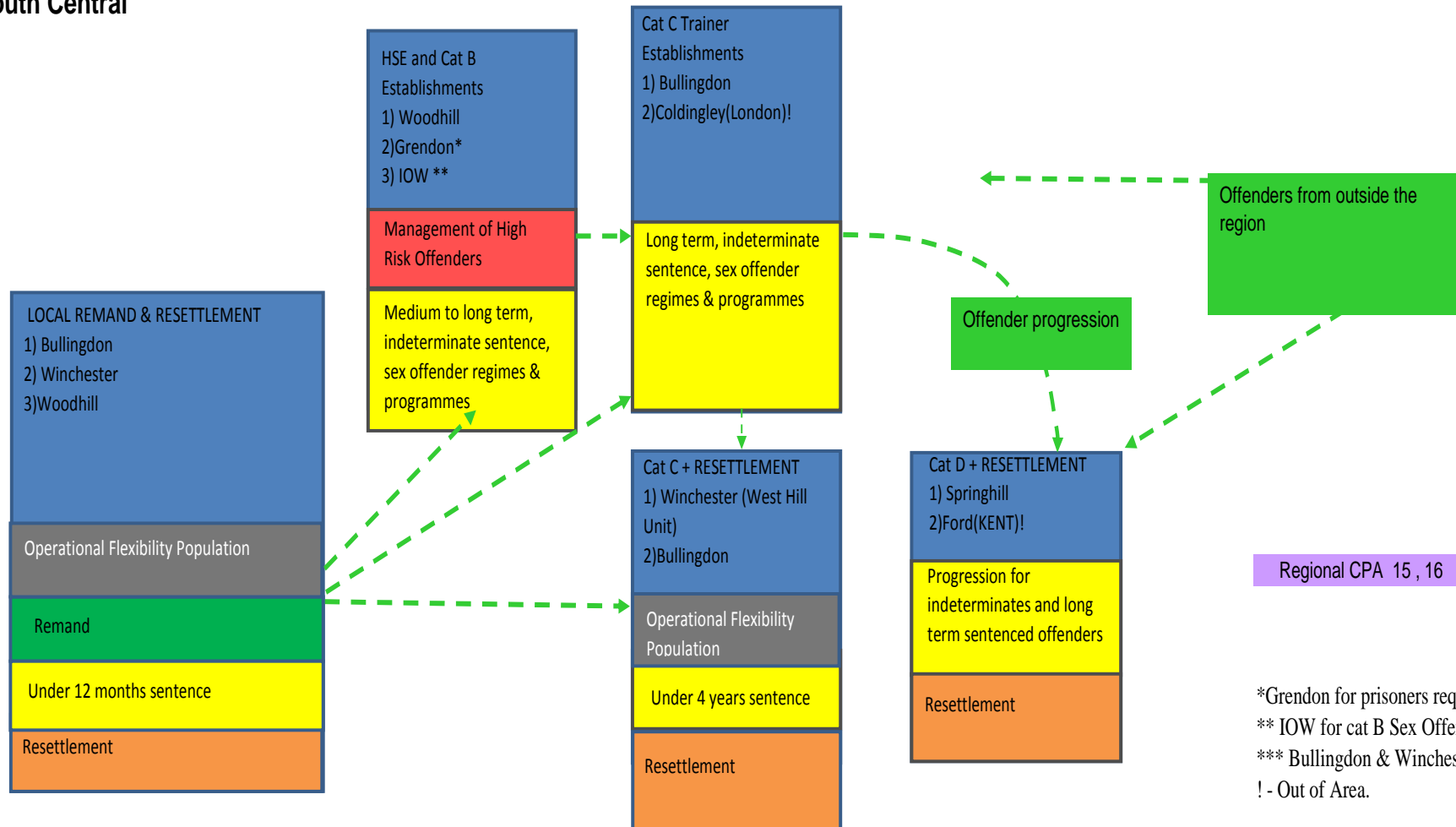
### 3.4 Custodial Provision in the Region:

Name	Security Cat	Population: Male/Female/YO/Juvenile	Size (Op cap)	Specialist/ National Function	PSP Annex to SLA (yes/no)
Aylesbury	YOI	YOI	444		Yes
Bullington	B/C & YOI	Male	1114	Resettlement	Yes
Grendon	B	Male	233	Therapeutic Community	Yes
Haslar	IRC	Male	160	Immigration Removal Centre	No
Huntercombe	C	Male	430	FNO	Yes
Isle of Wight	B		1139	Sex Offender	Yes
Springhill	D	Male	335		Yes
Winchester	B/C & YOI	Male	685		Yes
Woodhill	A	Male and YO	819	Core Local	No

### 3.5 Resettlement Prisons

Name	Contract Package Area (CPA) - Lot
Bullington	16 and 15
Springhill	16
Winchester	15 and 14

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



## 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><b>1. Enhance public protection and ensure a safe, decent environment and rehabilitative culture</b></p>	<p><b>1 (a) There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.</b></p> <p>Successful rehabilitation requires all staff who work with offenders to have a sense of purpose in believing that offenders can change and desist from crime</p> <p>Governors will create environments where staff encourage and motivate prisoners and ensure that offenders feel it is possible to change.</p> <p>All establishments within the region will build towards gaining Enabling Environment accreditation in areas that have a real benefit in encouraging positive interaction.</p> <p>The implementation of the revised Incentives and Earned Privileges scheme will ensure that prisoners engage with their rehabilitation.</p> <p>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>The regional interventions strategy will ensure that the effective programmes will be delivered to the right individuals at the appropriate point of their sentences.</p> <p>The DDC will ensure that the South Central strategy is suitably prioritised with in establishments and provide guidance and support as required.</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>



	<p><b>1 (b) All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance</b></p> <p>All who interact with offenders should have the knowledge, competencies, skills, attributes and support to maximise the effectiveness of their interactions. They should seek to form constructive relationships with offenders and address anti-social attitudes, thinking and behaviours through demonstrating pro-social behaviours and interactions, and coaching of offenders.</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.</p> <p>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.</p> <p>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>The further development of the Every Contact Matters agenda within South Central 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.</p> <p>Governors will be encouraged to build local processes where by the equality of staff prisoner interactions can be monitored, A GROW cohort has been tasked at examining ways that the Every Contact Matters Agenda can be further established and best practice shared both within and out of region. Ongoing monitoring of MQPL and SQL scores will be used to further assess the impact of this agenda.</p> <p>South Central region will seek to develop enabling environments in the majority sites over the next three years. The first of these has already gained accreditation at HMP Huntercombe and the lessons learnt from this will be communicated across the region.</p> <p>Establishment visits will provide opportunities for the DDC to gain assurance, monitor progress and engage with staff and prisoners therefore directly contributing to the creation of a pro-social environments.</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>
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	<p><b>1 (c) Efforts are made to ensure offenders experience the environment as safe</b></p> <p>Providing a safe and decent delivery environment is critical to managing offenders effectively and thus achieving NOMS' key objectives of protecting the public, reducing re offending and delivering the sentences of the courts. It is also an essential foundation for building a supportive and rehabilitative culture that motivates and enables offenders to make positive changes in their lives. For offenders to feel safe they need to feel they are free from attack and believe they are in safe hands. This requires that authority is exercised confidently, and offenders are managed with regard to both their and others' safety and well being.</p> <p>We have adopted a zero tolerance approach to violence and will use all of the processes available to us to challenge any form of anti social behaviour. Offenders will be provided with a safe environment where they can focus on addressing their criminogenic factors. The Region expects Governors to monitor, support, and ensure staff are confident but not aggressive in their authority and that they enforce rules fairly (e.g. through written, verbal communication, briefings, events, allocation of relevant tasks within staff roles and responsibilities).</p> <p>Establishments will use their Safer Custody functions to build relationships and share best practice. Lessons learnt from Deaths in Custody will be communicated to Safer Custody leads and processes reviewed to reduce future risks Establishments Visits are an opportunity to gain assurance that ACCT procedures are being used effectively and decisions are taken critically. .and Listing activity which will strengthen suicide and self-harm prevention across prisons in the region Governors will ensure that processes exist to monitored and effect to ensure bullying, intimidation, and victimisation - by staff or prisoners - is addressed quickly and robustly; and that staff challenge bad behaviour</p> <p>Promoting a learning culture: monitoring and understanding when and why acts of violence and self harm occur, identifying good practice in terms of safety in prisons, and creating opportunities for sharing learning across the region. Governors will have processes in place that which ensure they reflect on and respond to relevant information from MQPL, SQI, NOMS Pulse Surveys and other relevant sources.</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>
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	<p><b>1 (d-g)</b>  <b>1 (d) 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.</b>  <b>1 (e) Intelligence is gathered , developed and shared in a safe and timely manner</b>  <b>1 (f) The availability of drugs and mobile phones in prisons is tackled</b>  <b>1 (g) Prisoners are prevented from continuing criminality from within prisons</b></p> <p>Each prison within South Central 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>South Central Region is committed to the effective management of prisoner risk factors and will utilise the full range of sentence management resources to identify and address all risks posed to themselves and others, both during their time in custody and upon release. Prisons within the region will comply with the mandatory actions in the Public Protection Manual. All prisons holding MAPPA nominals should ensure that they are compliant with PSI 06/2013 on the mandatory use</p>	<p>HMYOI Aylesbury  HMP &amp; YOI Bullingdon  HMP Grendon and Springhill  HMP Huntercombe  HMP Isle of Wight  HMP &amp; YOI Winchester</p>
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	<p>of VISOR. A good risk assessment should take into account the level of risk of serious harm and imminence. The Risk Management Plan (RMP) must both reflect and address the risk including triggers and needs identified in the assessment.</p> <p>The Risk Management Plan must specifically focus on, and deal with, risk of serious harm factors identified in other assessments or screenings. It must not only identify any potential risk but also state clearly how the risk documented will be managed by the service.</p> <p>The Risk Management Plan must be outcome focused and specific with regard to how risk of serious harm issues will be managed and reduced by the offender, the service and other agencies. There must be evidence of contingency planning. It must be clear what action will be taken should the original plan break down for whatever reason. The victims/potential victims must be protected as far as possible by the risk assessment and by the risk management planning.</p> <p>As policies contained within the National Security Framework are revised over the next 2 years to introduce more robust risk assessment processes and better risk management systems, prisons will be expected to ensure that they comply with the new requirements which are intended to ensure that:</p> <ul style="list-style-type: none"> <li>• Prisoners are held in conditions of security appropriate to the individual risks presented</li> <li>• Risk assessments take proper account of intelligence and dynamic security</li> <li>• Information is shared appropriately both between agencies and within NOMS</li> <li>• Prisoners are afforded access to activities in line with their assessed risk</li> <li>• Preventable escapes do not occur</li> <li>• Absconds are reduced</li> <li>• Prisons provide a secure, orderly and safe environment for prisoners, staff and visitors</li> </ul>	
	<p><b>2 (a) Evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.</b></p> <p>As a region we recognise that 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.</p> <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> <p>Governors will be the primary co-ordinators of services, offering an environment in which providers are facilitated and services integrated into local regimes. The South Central 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</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>

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	<p>working arrangements within the region. With this in mind 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> <p>Once agreed progression will be monitored during DDC- Governor Bi-lats, Regional Governor Meetings and DDC assurance visits.</p> <p>The DDC will also seek to assure that establishments are actively enables and integrates services and maximising regime efficiency. The DDC will also act as a reference point for the Governing Governors offering support regarding provider issues and escalation point if necessary.</p> <p>Establishments will continue to forge relationships with our colleagues within NHS England and Public Health England. Prisoners with issues that require adult social care needs will be referred to the appropriate agency to explore care options during custody and on release. Options will be explored by broadening the care-giver base to include appropriately trained prisoners. Prior to the taking over of the Social Care provisions in 2015 interim arrangements are in place to ensure needs are met. Access to pathways of services for prisoners with personality disorders are for adult men. These are expanding with the implementation of TC Plus and interventions for young offender with emergent Personality Disorders at HMYOI Aylesbury.</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. We will ensure that establishments provide appropriate facilities prior to the commencement of new providers</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. A Regional Commercial Contracts Manager has been appointed and will assist establishments with the development of Growth plans to increase activity places.</p> <p>Each SLA, MOU or Partnership agreement will contain formal agreements on how to safely use and share data.</p> <p>Education providers within our prisons will be linked effectively within our regimes to ensure that opportunities for learner engagement and contract delivery are maximised. Establishments will continue to build relationships with local partners to provide opportunities for prisoners to prepare and gain employment on release.</p>	
<b>2. Strengthen</b>	<b>2 (b) Facilitate the ongoing operation of mandating day one entry of prison leavers onto the</b>	HMYOI Aylesbury

integration of service delivery between directly funded, co-commissioned providers and wider partners	<p><b>DWP Work Programme and any future changes through the introduction of Universal Credit.</b></p> <p>DWP staff based in prisons (Employment Benefit Advisers); will be provided with access to accommodation suitable for private interviews with prisoners and adequate access to broadband lines and telephones to enable them to take advance claims for Jobseeker's Allowance and to make referrals to the Work Programme.</p> <p>Activity will be monitored to ensure that the majority of appointments booked with prisoners take place and consideration given to regime change where there are a significant number of cancellations.</p> <p>The roll out of both Transforming Rehabilitation and Universal Credit will increase the number of DWP staff and hence the resource needed in the prison. The Region expects that governors will be aware of this and take appropriate steps to facilitate these processes.</p>	<p>HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>
	<p><b>2 (c) 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.</b></p> <p>As new governance arrangements are developed to reflect National Partnership Agreement the DDC is engaged, and will continue to engage, with the NOMS Health and Well Being Co-Commissioner and NHS England. All establishments throughout the region are currently working collaboratively with NHS England via Prison Health Partnership Board and operational liaison arrangements. NHS England has recently established Health Needs Assessment Steering Groups covering Winchester and HMP Isle of Wight, with Governor support.</p> <p>Security Departments work together with Healthcare departments in order to reduce the misuse of prescribed medication. HMP Bullingdon, Huntercombe and Winchester have SMS services that support the detoxification and desistance from misuse on reception. HMP Grendon provides a drug free environment to support the prisoners undergoing therapy.</p> <p>HMP Aylesbury, Bullingdon, Isle of Wight and Winchester all have Inpatient facilities. These spaces are in addition to the Prisons Operational Capacity. A development point is included in Section 6 in order to the governance arrangements with NHSE forward.</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>
	<p><b>2 (d) 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</b></p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe</p>

	<p>With the anticipated provisions of the Care Bill from April 2015, Local Authorities will have a responsibility for the provision of social care for prisons whose needs meet a certain threshold of eligibility. We will work with Local Authorities, NOMS and NHS England to develop partnerships to identify and meet the social care needs of prisoners. In South Central these partnerships are already developing well at HMP Isle of Wight and HMP Winchester. As a region we will ensure that best practice learnt from these two examples is replicated within our other establishments. The Isle of Wight has Palliative care provision and similar provision is currently being developed at HMP Winchester. A protocol will be produced that will ensure an effective regional strategy for the use of palliative care facilities.</p> <p>A number of prisons throughout the region are using or proposing using a prisoners peer to peer model for the provision of social care. The DDC will ensure that all proposals are quality assured by ensuring that they are developed in conjunction with the relevant Local Authority.</p> <p>Please see development objective in Table 6</p>	<p>HMP Isle of Wight HMP &amp; YOI Winchester</p>
	<p><b>2 (e) Work with local authorities to promote inclusion of, and maximise benefits to, offenders' families</b></p> <p>As a Region we recognise that supportive and pro-social family marital relationships are one of the key factors linked to desistance. Doing so can also contribute to tackling inter-generational offending by addressing the poor outcomes faced by children of offenders This impacts on establishments within the region in a variety of ways due to the different types of establishment contained within the Region.</p> <p>The Troubled Families programme in England is an important opportunity for NOMS. Many members of these families will either already be in the criminal justice system or be at risk of entering the system. Intervening positively in the lives of these families has the potential to reduce the impact on demands for MOJ's services.</p> <p>Establishments should establish relationships with Local Authorities and develop a shared delivery plan (which includes sharing aggregate and individual data to identify families meeting the Troubled Families programme criteria). A named contact within the establishment should be appointed. Progress will be monitored during DDC assurance visits throughout the 3 yr cycle.</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. Establishments will monitor the services for maintaining family ties and will be expected to suggest and share improvements within regional meetings.</p> <p>We shall continue to engage with third sector provision and future TTG providers to offer specific</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>

	<p>family intentions that are needed and enable these services within our prisons.</p> <p>We will look to further strengthen the work in this Commissioning Intention during year 1.</p>	
	<p><b>2 (f) 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.</b></p> <p>HMP Grendon has a well established service for offenders with Personality Disorders. This will be further enhanced during year 2014/15 when TC+, a dedicated service for offenders with learning disabilities, commences. HMYOI Aylesbury will pilot a service for Young Adults with emerging personality disorders. In order for the service to be a success at HMYOI Aylesbury it will need to be accepted and promoted by the whole establishment. Aylesbury will need to provide a plan by July 2014 to the DDC of how it expects to facilitate this</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>
	<p><b>2 (g) 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.</b></p> <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 is met with a changing population but also with changing employment opportunities upon release. 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.</p> <p>The DDC will work closely with Governors and HoLSE in order to improve regime planning, recruitment to courses and classroom attendance. Robust performance monitoring will be conducted both at local level to ensure delivery meets need. Further assurance will be sought during establishment visits.</p> <p>Prisoners will be assessed at reception and the functional skills deficits will be addressed as a priority.</p> <p>Establishments will seek to analyse the labour market in resettlement areas and develop an understanding of the learning needs of the local population providers on assessed Functional Skills</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>



	<p>levels. Functional Skills is prioritised within the curriculum review, with the level of course delivery flexed to meet the need of the population.</p> <p>Vocational qualifications are delivered within all establishments and are focused on course for which there is an identified need within the establishments release area. Within the Resettlement prisons the level of Vocational Training is kept under constant review by the Cluster Leads for Learning and Skills. Local partnerships have been put in place to engage with local employers with effective partnerships being made with companies including: - Costa Coffee, CISCO, and Halfords. Timpson's and QTT</p> <p>Establishments will seek to develop of employment skills during the latter stage of sentence</p>	
	<p><b>2 (h) Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.</b></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>South Central Region is committed to working 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>We will ensure that we will supply appropriate support and resources to Job Deal in order that they can supply us with appropriate employment outcomes on release.</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>
	<p><b>3 (a) Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.</b></p> <p>South Central Region is committed to focussing resources on the delivery of evidence –informed interventions and services.</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>

	<p>More specifically, the region will deliver a number of accredited interventions, in order to target a number of factors but due to the population make up of the region will focus on the treatment of sexual offending. There is a clearly defined pathway with Kent and Sussex area for interventions focussing on violent offending. The service delivery requirements for accredited interventions have been based on a Regional Delivery Strategy</p> <p>The South Central 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><b>3. Deliver an efficient, quality service</b></p>	<p><b>3 (b) Have robust quality assurance processes in place to ensure offender services are (i) delivered as they are intended (i.e. with integrity and as planned and designed) and (ii) that they are effective.</b></p> <p>It is well established that the likelihood of achieving successful outcomes is impacted by quality of delivery, and that putting procedures in place to monitor quality will improve outcomes. South Central 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 &amp; 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</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>

	<p>across the year each prison's proposed non accredited interventions are reviewed.</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><b>3 (c) Review delivery where it exceeds the minimum requirements set in the NOMS Service Specifications.</b></p> <p>The Region will review delivery where it is outside the minimum requirements set in the NOMS service Specifications.</p> <p>Historically this has been in the area of visits provision with the length of visiting periods being in excess of the specification.</p> <p>This is due to either the prison population being located outside of their local catchment area and/or the locality of the establishments</p> <p>It is anticipated that delivery will remain the same in 2014/15.</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>
	<p><b>4(a) 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.</b></p> <p>Segmentation data and local data sources will be used for identifying the needs of the prison population both at regional and national level. The completion of a Regional Interventions Strategy means that resources will be targeted in the most appropriate establishments.</p> <p>The Region has a large number of specialist establishments. This means that the region will rely on inter-regional relationships to locate prisoners in the correct establishment.</p> <p>There is a need for a generic regional needs assessment that is localised to meet the need of the population. This will allow for analysis at local level and regional, to allow for planning of resources and identifying resettlement needs with TTG partners.</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</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.	
<b>4. Ensure delivery is matched to population, purpose and NOMS outcomes</b>	<p><b>4 (b) 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.</b></p> <p>The Reconfiguration Review has been tasked to consider the challenge of locating the correct prisoners in the correct location and the most appropriate point in their sentence. This will 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"> <li>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;</li> <li>2. 'Queue' establishments with a resettlement element to ensure offenders are transferred to their assigned prisons within an appropriate timeframe to support delivery of TTG services and minimise inter-prison transfers;</li> <li>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 ;</li> <li>4. Work with Commissioners to align offender needs and services with reconfiguration proposals; and</li> <li>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.</li> </ol> <p>The diagram in section 3.6 of this SLA provides a simple overview of the custodial journey for offenders in South Central. As part of the national Reconfiguration Project, the current adult male population of jails in South Central has been analysed with regard to the following factors;</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>

	<ul style="list-style-type: none"> <li>• Initial sentence length</li> <li>• Current security category</li> <li>• Time left to serve</li> <li>• Region of origin</li> </ul> <p>The Region has a large number of specialist establishments. This means that the region will rely on inter-regional relationships to locate prisoners in the correct establishment. We will ensure we are using our capacity in the most efficient way possible. 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><b>5 (a) Individual needs and characteristics are effectively identified, assessed for significance and monitored.</b></p> <p>We have a number of standard processes for identification and assessment of individual needs within first days in custody which include healthcare screening, education assessments, equalities questionnaires, safer custody and cell sharing risk assessments. In addition we recognise that a number of offenders may have possible unidentified learning disabilities and mental health problems. To meet this need we have additional screening and assessment arrangements in place for these areas of need and strategies for sharing assessment information across partners. These processes are monitored to ensure they are of a good standard and delivered as expected. The results are used to develop individual plans where offender needs are identified.</p> <p>Individual needs are monitored through a range of tools such as the OASys sentence plans, ACCT plans, Care plans and Individual learner plans. In addition we monitor the needs of our populations against the services and activities received in order to ensure that appropriate services and interventions are in place and adapted to meet needs, and to ensure that groups with particular characteristics are not discriminated against.</p> <p>Individual needs may arise from enduring characteristics such as age, ethnicity or disabilities or could be more temporary, for example bereavement or depression. We ensure that our staff have adequate training so that they are able to identify offenders who may need additional support and can take appropriate action.</p> <p>Data on all protected characteristics is collected from all prisoners and recorded on Prison-Nomis.</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>

<p><b>5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes</b></p>	<p><b>5 (b) Information on individual need and characteristics is used to sequence and adapt service to individual need.</b></p> <p>Governors will ensure that systems are in place to ensure that relevant individual needs are assessed effectively, and information shared appropriately, at the most helpful point in an offender's sentence. Offenders' needs may change over time and may be exacerbated by their particular circumstances, including length of imprisonment. Therefore monitoring and reassessment is particularly important. NOMS expects providers to take account of the specific needs and characteristics of individuals and that providers are able to evidence and articulate how they will ensure offenders are supported and encouraged to access appropriate services</p> <p>Information gained is then used to develop an individualised plan which adapts and sequences services to maximise the benefit to the offender, using OASys which is monitored annually or when a significant change occurs. Additional reviews will occur if necessary.</p> <p>Staff receive information and training to support them in recognising barriers to engagement that may arise owing to factors such as age, sexuality, disability, intellectual function, etc.</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>
<p><b>6. Deliver priority national or specialist services</b></p>	<p><b>6(a) Engage with existing local structures and ensure that training and awareness is embedded among key staff groups, in order to deliver on the identification, assessment and management of extremist offenders. Ensure referral, where appropriate, to interventions (including Channel), structured assessment (including Extremism Risk Guidance (ERG22+) and structured interventions including (Healthy Identity Intervention (HII)) and within prisons, faith-based programmes, (including Tarbiyah and Ibaana) according to offender risk and need.</b></p> <p>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>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>
	<p><b>6 (b) 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.</b></p> <p>Prisons will use Victim Offender Conferences to drive the Restorative Justice agenda by building real Victim Empathy and Awareness.</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</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>

	<p>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><b>6 (c) 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.</b></p> <p>South Central 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.</p> <p>Prisons will contribute where appropriate to case reviews of further offending whilst on HDC and will share best practice and lessons learnt.</p> <p>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.</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>
	<p><b>6 (d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.</b></p> <p>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.</p> <p>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.</p> <p>Through effective needs analysis within the region, the education and employability provision will</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>

	<p>support employment engagement events through working with our key partners, established national employers and local employers. 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><b>6 (e) Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.</b></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 South Central 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>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>



## 4.2 Regional Development Objectives

CI Title & No.	Development Objectives What do you want to achieve? What will be the measurable outcome, how will you achieve this and by when?	Where appropriate, name which establishment/s annex will provide further detail
1	<p>Building Resilience.</p> <p>With the implementation of the Benchmarking there is a risk that the increased pressures on staff could lead to reduced delivery of services should Staff Sickness levels rise. Governors will foster an environment that identifies where staff are at risk and provides support where appropriate. Prisons will provide awareness to staff of factors that can reduce resilience. Governors are required to produce a Local resilience Plan by April 2014.</p> <p>Progress will be monitored during Establishment Visits throughout the SLA cycle. The impact on staff sickness levels will be an agenda item at Governing Governor Bi-lats.</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>
4	<p>A significant number of the prisoners we hold, while they may be taking part in OLASS 4 activities or working within One3One industries workshops, are not actively involved in accredited programmes. There is often a sense amongst this group that no progress is being made. This can lead to frustration and, in the case of prisoners subject to parole, litigation as prisoners are unable to demonstrate any reduction in their risk over lengthy periods of time. Vocational and educational qualifications and good work reports go some way towards progression but do not have a direct bearing on an assessment of criminogenic risk. To address this concern we propose to;</p> <ol style="list-style-type: none"> <li>1. <i>Develop "Settlement" as a self contained piece of work which will add value to work within South Central Region and compliment the arrangements introduced by the reconfiguration project.</i></li> <li>2. <i>Design and Integrated sentence management approach which compliments the "Every contact matters" and the "Five minute intervention strategy".</i></li> </ol>	<p>Not applicable. Sequencing model being developed by a Growth Cohort outside the scope of the SLA</p>

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	<p>Timescales;</p> <ul style="list-style-type: none"> <li>• Create proposal for consideration at the regional Governors forum in April 2014.</li> <li>• Complete design and create training package for delivery by March 2015</li> <li>• Implement new model in April 2015</li> </ul>	
1.	<p>Enabling Environments.</p> <p>Governors will continue the drive towards gaining enabling environment status in high impact areas within their establishments. Governors will identify potential areas and on agreement with the DDC action plan implementation. Progress will be monitored during Establishment Visits throughout the SLA cycle. A named Regional Lead has been appointed and he will run regional workshops and liaise with appropriate staff.</p> <p>Lessons learnt from IRC Haslar's request for whole establishment accreditation will be shared throughout the region by October 2014.</p> <p>Progress will be monitored and reviewed via Bi-lats and regional meetings.</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP &amp; YOI Winchester</p>
1	<p>Regionalisation of Intelligence Management- The Mercury SIS Rollout is scheduled for completion in March 2014. The validity of a regional intelligence model will be tested in order to identify benefits to the region. It is an objective that the Region will have a presence within the Regional Organised Crime Unit alongside our Police colleagues. The viability of this is being discussed with progress discussed at bi-lats and at Regional Meetings.</p>	<p>Not applicable. Paul Millet developing a regional model outside the scope of the SLA</p>
2d	<p>To hold 6 monthly review meetings with NHS England and NOMS Health &amp; Wellbeing Co-commissioners to support implementation of the National Partnership Agreement.</p>	
2a	<p>By the end of Q1 2014/15, all establishments to have in place an action plan to prepare for the expected provisions of the Care Bill; establishments to evidence implementation of the plan in partnership with local authorities during quarters 2- 4</p>	<p>HMYOI Aylesbury HMP &amp; YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight</p>

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	of 14/15; to establish regional protocols and referral pathways for specialist provision, such as palliative care provision, within the region, in consultation with commissioners, co-commissioners, NHSE and local authorities.	HMP & YOI Winchester
	<p>Integration of delivery</p> <p>Recognising that the range and volume of partners with which we work is expanding, the DDC will ensure that by September 2014 prisons in this region review how they work with existing and new partners and providers (including by anticipating any changes as a result of Through the Gate) and create plans which describe how they will deliver:</p> <ul style="list-style-type: none"> <li>• 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)</li> <li>• 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)</li> <li>• Leadership which actively enables and integrates services, where partnership working arrangements improve performance and aid resolution of issues</li> <li>• An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others</li> <li>• An agreement on how to safely use and share data and information</li> </ul> <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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2e	Using guidance provided as part of the Commissioning Round Establishments within the region will develop a co-commissioning relationship with Local Authorities and other partners which seeks to deliver the following activities : identify named LA and Prison contacts; establish and agree a shared delivery plan including sharing aggregate and individual data to identify families meeting the Troubled Families programme criteria; (and for offenders and their families generally) explore current work and new opportunities to strengthen or extend proven interventions and services.	HMYOI Aylesbury HMP & YOI Bullingdon HMP Grendon and Springhill HMP Huntercombe HMP Isle of Wight HMP & YOI Winchester
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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  (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)	241	216			241	216	3534
Democratic Therapeutic Communities (DTC)	173	72			173	72	168
Total	414	288			414	288	
Programme Type: Violent							
Healthy Relationships Programme -High Intensity (HRP-HI)	16	14			16	14	137
Healthy Relationships Programme - Moderate Intensity (HRP-MI)	16	14			16	14	92
RESOLVE	60	52			60	52	1472
Total	92	80			92	80	
Programme Type: Sex Offender Treatment Programme (nationally commissioned)							
Core Sex Offender Treatment Programme (C-SOTP)	108	100			108	100	613

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Adapted Sex Offender Treatment Programme <b>(A-SOTP)</b> (Becoming New Me) <b>(BNM)</b>	22	19			22	19	92
Extended Sex Offender Treatment Programme <b>(E-SOTP)</b>	27	25			27	25	125
<b>Total</b>	<b>157</b>	<b>144</b>			<b>157</b>	<b>144</b>	
<b>Grand Total</b>	<b>663</b>	<b>512</b>			<b>663</b>	<b>512</b>	

## **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]

<b>Title &amp; Issue</b> [Provide a relevant title for the <b>NoC</b> (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 <b>NoC</b> relates to a change of <b>SLA Delivery Requirement Level</b> this should be made clear and this document copied to Performance and Analysis Group]			
<b>Change Required</b> [Please provide full details of the proposed change(s) or refer to an attached document including the date from which it will be implemented.]			
<b>Financial Implications:</b>  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.]	
<b>Outcomes</b>		[Please provide full details of the outcomes expected or refer to an attached document.]	
<b>Quality Implications:</b>		[Please provide full details of quality implications]	
<b>Regional Implications:</b>		[Please provide full details of any impact this proposed change would have at a regional level]	
<b>Issued</b>		<b>Approved</b>	
Date:		Date:	
Signed:		Signed:	
Name:		Name:	
Position:		Position:	

## Business Case template / checklist

<b>Issue</b> [Background to and purpose, including NOMS or sponsor for the change.]
<b>Timing</b> [Including any lead in time, details if implementation is to be phased.]
<b>Cost</b> [Any estimated cost implication.]
<b>Scope of Work</b> [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).]
<b>Benefits</b> [The benefits to be obtained (financial, intangible, skills transfer) and an assessment of the benefits against the cost of the project.]
<b>Considerations</b> [How implementation will be handled; the risks of not proceeding; other options that have been considered; availability of funding and approval.]
<b>Special Issues</b> [Any special issues for consideration.]