



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 Wales

Template Version P1.0

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SECTION 1: DEFINED TERMS

Defined Terms

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

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

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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 Director of NOMS Wales.
- 2.1.2 This **SLA** provides a description of a range of services that have been commissioned by funders other than NOMS for example health, education and other co-commissioned services to offenders. **HMPS** has specific responsibilities in respect of partnership working and enabling delivery. Responsibility for performance management arrangements of such services usually rests outside of **NOMS**, contained in separate SLAs, contracts or memoranda of understanding (MoU).
- 2.1.3 This **SLA** is designed to reflect the full range of **NOMS** custodial services and recognise the importance of providing a joined up system of custodial provision which supports offender management, rehabilitation and resettlement.
- 2.1.4 The delivery of custodial services by the **High Security Estate** and **Privately Managed Prisons** are managed separately and their performance is not managed as part of this **SLA**. All prisons, including **Privately Managed Prison**, are included within the **Wales profile** of the **SLA** to demonstrate the links and the overall provision for prisoners in Wales.
- 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, both UK government policy and the devolved areas of responsibility of the Welsh Government, and the priorities of other commissioners and funders of offender services) and securing services under SLAs and contracts to meet these priorities.
- 2.1.6 Separate internal agreements and protocols for the delivery of specific ancillary and operational support services remain in force until cancelled in writing. These include, but are not limited to:
- SLAs for estate maintenance
 - MOUs for prisoner retail
 - SLAs covering prison industries and prison laundries
- 2.1.7 For the avoidance of doubt, the **Parties** do not intend this **SLA** to be legally binding.
- 2.1.8 To support transparency, this **SLA** will be published on the Ministry of Justice website.
- 2.1.9 Further information on responsibilities, terms and conditions are

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outlined in section 7.

2.2 Agreement

- 2.2.1 The commencement date for this **Service Level Agreement** for Wales will be **1 April 2014** and it shall remain in place until **31 March 2017**, inclusive, unless otherwise agreed by the **Parties**. This 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): Sarah Payne

Signature: **Sarah Payne**

Position: Director of National Offender Management Services in Wales

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): **Richard Booty**

Signature:

Position: Lead Governor Public Sector Prisons

Date: 28 March 2014

SECTION 3: CUSTODIAL PROFILE IN WALES

3.1 The Welsh Context

The Lead Governor for Public Sector Prisons in Wales forms part of the Director of NOMS in Wales' Senior Management Team. As such NOMS Wales has responsibility for both commissioning, management and delivery of NOMS services in Wales of which prisons form an integral part. During the SLA period NOMS in Wales will develop a more integrated offender management approach across custody and community settings taking account of the specific Wales dimension with the Welsh Government's devolved responsibilities alongside the non-devolved responsibilities of Ministry of Justice and its agencies.

Key to this strategic integrated approach will be the corporate delivery of the Wales Reducing Re-offending Strategy which has been co-designed by Welsh Government, NOMS in Wales, PCCs and a range of key stakeholders. To support the implementation of this the IOM Cymru Board and the Wales Criminal Justice Board to oversee delivery of which prison is a member will be influencers and providers in the delivery of some of the SLA provision going forward.

It is also recognised that the Welsh Government's current legislative programme will affect the services available to prisoners both in prison and for resettlement during this period. These include the Social Care and Wellbeing (Wales) Bill which will include social care provision for prisoners, the Housing (Wales) Bill which will replace the priority need for housing homeless prisoners on release with one of vulnerability, and the implementation of the Mental Health (Wales) Measure which impacts on the way health services are required to be delivered to prisoners held in Wales. The impacts of these changes and the new NOMS in Wales' structure and role will be taken forward as part of the Lead Governor's response to Theme 2 of the Commissioning Intentions and the relevant Development Objective.

Currently NOMS in Wales commissions the provision of non-clinical substance misuse provision in prisons. The majority of the service is delivered through its contract with WGCADA that has been extended to March 2015. Local Health Boards whose catchment area includes a prison, provide the substance misuse clinical services along with all the public prisons' health care services agreement with both the relevant health boards it has enabled HMPS staff who were delivering healthcare at those establishments to be transferred to NHS Wales. It is anticipated that during the period of this SLA discussions will be held with the appropriate Health Board to enable the current HMPS staff who deliver health services at HMP Swansea to be transferred to the NHS.

The provision of offender learning and skills within all establishments is managed and delivered by staff employed by HMPS. It is commissioned by NOMS in Wales with funding from the Welsh Government through an SLA with Governors, which will form part of this SLA. It has been identified that there would be overall benefit in a future tender competition for contracting out

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the learning and skills services. However, given the current changes in implementing the Transforming Rehabilitation agenda and the future establishment of the Wales Community Rehabilitation Company (CRC) the lead Governor for Wales considers that for operational reasons it would be best to review the commissioning of services during 2015-16 and to take account of using the lessons learnt from the OLAS model in England to inform those arrangements

NOMS in Wales will continue to work with NOMS colleagues to implement the required changes to establish the resettlement prisons' roles in Wales and to working with partners and the new Wales CRC to support prisoners from Wales returning to Welsh communities

NOMS in Wales will continue to work with the Welsh Government and the Wrexham community, including health and social care commissioners with the development and commissioning of services for the prison at Wrexham, which should be fully operational from September 2017.

3.2 Prison Population held in Wales

The custodial establishments within Wales are able to cater for adult male prisoners up to and including Category B status. All Category A male prisoners are located within the High Security Estate within England. There are no women's prisons in Wales. There is also a YJB commissioned juvenile unit within the grounds of HMP/YOI Parc which NOMS in Wales contract manages on behalf of the YJB.

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3.3 Segmentation Profile of Prisoners held in Wales based on September 2013 data

Wales Regional Segmentation Profile by OGRS, Offence & Sentence Length											
		Area - Wales		Usk & Prescoed		Cardiff		Parc		Swansea	
Reoffending Risk Level	OGRS 0-24, Low	612	24%	233	48%	47	10%	295	22%	37	14%
	OGRS 25-49, Medium	497	20%	136	28%	75	16%	248	19%	38	14%
	OGRS 50-74, High	760	30%	90	19%	148	32%	438	33%	84	32%
	OGRS 75-89, Very High	559	22%	27	6%	155	34%	298	23%	79	30%
	OGRS 90-100, Prolific	94	4%			33	7%	36	3%	25	10%
	Total	2,522	100%	486	100%	458	100%	1315	100%	263	100%
Offence Type	Sexual	516	20%	238	49%			278	21%		
	Violent	781	31%	119	24%	207	45%	372	28%	83	32%
	Robbery	178	7%	17	3%	14	3%	136	10%	11	4%
	Acquisitive	535	21%	36	7%	145	32%	259	20%	95	36%
	Drugs	397	16%	62	13%	48	10%	231	18%	56	21%
	Motoring	54	2%	6	1%	14	3%	23	2%	11	4%
	Other	61	2%	8	2%	30	7%	16	1%	7	3%
	Total	2,522	100%	486	100%	458	100%	1315	100%	263	100%
Sentence Length	< 12 months	309	12%	4	1%	173	38%	49	4%	83	32%
	1-4 years	841	33%	90	19%	155	34%	475	36%	121	46%
	4 years+ Determinate	893	35%	218	45%	19	4%	635	48%	21	8%
	Indeterminate	272	11%	159	33%	62	14%	51	4%		
	Recall	207	8%	15	3%	49	11%	105	8%	38	14%
	Total	2,522	100%	486	100%	458	100%	1315	100%	263	100%

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3.4 Custodial Provision in Wales:

Name	Security Cat	Population: Male/ YO/Juvenile	Size (Op cap)	Specialist/ Function	National	PSP Annex to SLA (yes/no)
HMP Cardiff	Cat B Local	Male/YO	804	Local Resettlement		Yes
HMP Swansea	Cat B Local	Male YO	435	Local Resettlement		Yes
HMP Usk	Cat C Trainer	Male Sex Offender Treatment	273	National Sex Offender Trainer		Yes
HMP Prescoed	Cat D	Open Prison	230*	Open Resettlement		Yes
HMP Parc	Cat C Resettlement	Male/YO/Juvenile	1336*	Resettlement/Resettlement Trainer		No

* The operational capacity of HMP Prescoed will increase to 242 when HMP Cardiff Cat D Unit opens

*Operational Capacity in HMP Parc will increase to 1723 in May 2015

3.5 Resettlement Prisons for prisoners returning to Wales

Name	The Wales Contract Package Area (CPA) – CPA 11
HMP Cardiff	Adult local / YOI
HMP Swansea	Adult local / YOI
HMP/YOI Parc	Adult / YOI Trainer for S Wales
HMP/YOI/YOI Prescoed	Adult Male Open
HMP Altcourse	Adult local / YOI
HMP Stoke Heath	Adult Cat C / YOI
HMP Eastwood Park	Female
HMP Styal	Female

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3.6 Offender Journeys and Provision within Wales, including cross-border relationships

The local resettlement prisons in South Wales will receive and hold all those remanded into custody by the South Wales Courts. In addition they will hold all those prisoners sentenced up to a maximum of 18 months with the exception of sex offenders, who will be located at HMP/YOI Parc. Establishments will work closely with the offender and other agencies in order to support offender rehabilitation and resettlement.

Prisoners from South Wales sentenced in excess of 18 months will be held at a Resettlement Trainer Facility preferably at HMP/YOI Parc. Where they will be supported with the appropriate programmes to assist rehabilitation. The intention is for those prisoners not already held in resettlement prisons to be transferred to their designated resettlement prisons for their home location at least three months prior to their release; these prisons are shown in section 3.5

All prisoners who have committed a sexual offence will be held in an appropriate establishment in order that they are provided with appropriate programmes. For offenders from Wales this will predominately be HMP/YOI Parc, HMP Usk and potentially HMP Ashfield.

The category D open resettlement prison at Prescoed will support individuals, assessed as suitable, with their re-integration back into the community. Numerous work place attachments will be available for offenders through local employers and partners. The prison will use ROTL for appropriate prisoners to attend day work placements.

Male prisoners who are deemed to be an exceptionally high risk to the public will be held within the dispersal estate in England.

All females both remand and sentenced will be held in prisons in England, predominantly at HMP Styal for prisoners from North Wales and HMP Eastwood Park for those from South Wales. Both prisons will be resettlement prisons for women returning to Wales.

All males, both remand and sentenced, received into custody from the North Wales Courts will be held in suitable prisons in England, predominantly these are held in HMP Altcourse.

SECTION 4: COMMISSIONING INTENTIONS

4.1 Wales Response to Commissioning Intentions

CI Title & No.	Response to Commissioning Intention	Where appropriate, name which establishment/s annex will provide further detail
1. Enhance public protection and ensure a safe, decent environment and rehabilitative culture	<p>All establishments will provide a safe, decent and secure environment to enable offenders and staff to provide an atmosphere in which rehabilitation is seen as everyone's responsibility. Establishments will create a positive environment in which prisoners are able to address offending behaviour and the causal factors. Wales will develop and implement an "Every Contact Matters Strategy" across all PSP sites within Wales. This engagement will ensure that all establishments are working in a cohesive manner with common goals and achievements for both staff and prisoners.</p> <p>HMP Cardiff will lead with the development of the strategy by May 2014 and implementation by March 2015. It will be introduced into the remaining establishments over the period January 2015 – March 2015 with full implementation across the Region by March 2016. Success of this will be include being for measured with a positive reflection in an improved Measuring Quality of Prisoner Life outcome which is conducted in each establishment every two years, and using the outcomes of staff surveys.</p>	All Establishments
1d. Risk Assessment, Risk Management and Security 1e-g. Intelligence, tackling mobile phones	Each prison within Wales 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.	All Establishments
2. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners	<p>Wales will work with partners and other providers to maximise benefits through the delivery of a sequenced and integrated delivery model. We will ensure that we identify and maximise our investment opportunities to noticeably improve outcomes for offenders, recognising and utilising the range of skills and diversity of partners that we work with and the impact of the Welsh Government's devolved services and current legislative changes to those areas. The lead Governor will ensure that by September 2014 prisons in Wales have reviewed how best to work with existing and new partners and providers, anticipating any changes as a result of Through The Gate (TTG) and agree plans which will describe how they deliver:</p> <ul style="list-style-type: none"> • A clear strategic vision for how services align to maximise outcomes and create an integrated, seamless offender management service including a shared agreement of 	All Establishments

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	<p>outcomes and priorities.</p> <ul style="list-style-type: none"> • A Clear agreed plan of how services will complement 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. • The Lead Governor will actively enable and integrate services, where partnership working arrangements improve performance and aid resolution of issues. • An agreement between the Lead Governor and Partners will specify how to safely share data and information. <p>Progress towards implementation of plans will be monitored at a local level during establishment visits and at Custodial Meetings to ensure strategic oversight and effectiveness is maintained.</p> <p>Establishments will continue to provide a lead for the veterans in prison group however this role is subject to review due to funding pressures, and it will be flagged as an opportunity to be undertaken by the CRC in late 2014/15</p>	
3. Deliver an efficient, quality service	<p>To reduce re-offending it is imperative that offender risk areas are identified and appropriate interventions are in place through an integrated approach for their rehabilitation and resettlement. The segmentation data (Circa Sept 13 shows that 88% of the population held in Wales is drawn from four main offence types; Violent 31%, Acquisitive 21%, Sexual 20% and Drugs 16%).</p> <p>We are aware that there are opportunities to identify and deliver specific and relevant interventions outside the core accredited programmes suite for local prisons to help address this offending behaviour. The establishments in Wales will work with the Wales Forensic Psychology Team and partners to identify and introduce interventions which are evidenced based or will have an evaluation component (in line with PSO4350), to address the main offending behaviour areas and their causal factors, within existing HMPS resources. The Lead Governor will regularly review the development of the interventions and liaise with the commissioners about future delivery.</p> <p>Over 90% of the prison population will be allocated to an activity placement with a target of 80% attendance.</p>	All Establishments
4. Ensure delivery is matched to population, purpose and NOMS outcomes	<p>Establishments will include the use of segmentation, needs assessments and professional judgement to enable them to prioritise where the services need to be targeted. To help ensure that we are able to best support the needs of our population establishments will use the knowledge and expertise of the Wales Forensic Psychology Team who will identify good practice and relevant interventions. They will advise about appropriate community interventions to deliver within existing resources.</p>	All Establishments

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	We will ensure that this approach will help prioritise provision so that resources will follow risk.	
5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes	All establishments will ensure that the relevant needs assessments of all prisoners are effective and that where appropriate this information is shared with partner agencies to ensure that provision will meet the required identified needs and outcomes required. All establishments will ensure that provision is in place to effectively identify and all prisoners including support for people with: Learning Disabilities and Difficulties, Physical Health and Disability, Mental Health, a prisoner's maturity and family circumstances and that review processes are in place to ensure that any changes are recorded over time. The Basic Custody Screening Tool (BCST) will identify each prisoners' individual needs within the first 5 days of custody. The Lead Governor will be review performance and effectiveness as part of regular quality assurance.	All Establishments
6. Deliver priority national or specialist services and Extremism	NOMS approach to the identification, assessment and management of extremist offenders will be supported by the lead Governor through the monitoring and management of performance of individual establishments in this area	All Establishments
6b Restorative Justice	All resettlement prisons within Wales will receive the appropriate level of training to enable them to achieve a minimum of 10 Victim Offender conferences during the year. These conferences will be targeted at those offenders who have OGRS scores between 25 – 74 and where a victim is clearly defined.	All Establishments
6c Bail and accommodation Support	The Wales office will continue to support and assist establishments in ensuring that the use of bail and BASS strategies are effective. Local establishments will maximise the use of BASS referral and placement service to enable offenders on release from custody to be allocated an appropriate accommodation address. The process will be reviewed through the quarterly reports and will form part of the SLA and Lead Governor establishment review processes.	HMP Cardiff & Swansea
6e Prison Video Conferencing	The Lead Governor's office will monitor establishments' implementation and progress against the NOMS Video Action Plan. The Operations manager will be the Lead and will establish and maintain relationships with the relevant HMCTS, HoC to enable joint working between prison and courts. The Lead Governor's team will support and develop working links with the business change partner to support a Wales wide improvement and will support/incentivise innovative establishment practice and business for expansion where appropriate or priority.	All Establishments

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4.2 Wales 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
Theme 1. Enhance Public Protection and ensure a safe decent and rehabilitative culture	All establishments will develop an environment where the prisoner and staff feel safe within the establishment and that a rehabilitative culture is promoted and delivered. Establishment will demonstrate that they have clear policies and structures in place which monitor and validate all outcomes. The aim is that all establishments will see an improved outcome, MQPL and staff survey responses in future years. In addition a regional "Every Contact Matter's" strategy will be fully implemented across all PSP establishments by March 2016	HMP Cardiff, Swansea, Usk & Prescoed
Theme 2a. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners	<p>Partners and other providers have a positive impact on prisoner outcomes and the integration of delivery by all providers is therefore vital in ensuring that we maximise investment and maximise outcomes for offenders. Recognising that the range and volume of partners with which we work is expanding and the impact of the Welsh Governments devolved services and current legislative changes to certain of those areas, the Lead Governor will ensure that by September 2014 prisons in this region review how they work with existing and new partners and providers (including by anticipating any changes as a result of Through the Gate) and create plans which describe how they will deliver:</p> <ul style="list-style-type: none"> • A clear strategic vision for how services align to maximise outcomes and create an integrated, seamless offender management service (including a shared understanding of outcomes and priorities) • A clear agreed plan of how services sequence and complement each other, providing continuity of services to offenders both within and across prisons (facilitating the needs of all providers and contractual partners to allow them to effectively deliver) • Leadership which actively enables and integrates services, where partnership working arrangements improve performance and aid resolution of issues • An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others • An agreement on how to safely use and share data and information <p>Progress towards implementation of plans will be monitored at a local level during establishment visits and at a regional level at regional meetings to ensure strategic oversight and effectiveness is maintained. The plans will be shared with Welsh Government and other key partners to help inform their provision and commissioning decisions.</p>	HMP Cardiff, Swansea, Usk & Prescoed

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Theme 2b Facilitate the ongoing operation of mandating day one entry of prison leavers onto the DWP programme and any future change through the introduction of Universal credit	<p>Establishments will continue to develop the links with the local job centre plus offices ensuring that they continue to be fully integrated into the prison discharge processes and fully involved during the lead in time for the resettlement prisons to be effective from January 2015. .</p> <p>Establishments will continue to provide appropriate office resources and IT connectivity to enable the JC+ to actively engage with all prisoners in providing advice, support and the setting up of benefit claims before release.</p>	HMP Cardiff, Swansea, Usk & Prescoed
Theme 2i Continuance of work with Welsh Government and its devolved agencies	<p>The Lead Governor for Wales will where appropriate lead in developing strategic partnerships which affect all establishments. This includes health, social care, substance misuse and OLAS. It is anticipated that where individual establishments agree local partnership working with external agencies that they will develop them to complement other services. The lead Governor on behalf of the Director will monitor these actions through a number of indicators these being the Bi-monthly establishment visits by the Regional Assurance Advisor/Operations manager who will provide a report to inform the Lead Governor/Governor discussions at each establishment.</p> <p>This will also be re-enforced by the quarterly discussions with each governor which will be held in July, Oct, Jan and April to discuss overall performance against SLA objectives and discussed with the commissioner.</p> <p>All establishments will continue to provide learning and skills and library services which are resourced through Welsh Government. An addendum will be attached separately to the SLA providing a more detailed view of the elements of this delivery. The lead Governor will continue to monitor the effectiveness of this delivery model to ensure that it is both effective and offering a value for money delivery.</p>	HMP Cardiff, Swansea, Usk & Prescoed
Theme 3 – Deliver an efficient and quality service	<p>By November the prison will review the type of strategies it employs, and the services and interventions it offers to ensure that the approaches being used are ones which are effective with the type of offenders that receive them, and that the factors being targeted for change are related to desistance, reduced reoffending and public protection, or a reduction in harmful institutional behaviour. It will draw on local data and evidence, including that provided within the NOMS Evidence and Segmentation Companion Document (available at www.justice.gov.uk/about/noms/commissioning), when completing these reviews and have in place a strategy for developing its use of evidence to inform practice to maximise outcomes.</p>	HMP Cardiff, Swansea & Usk/Prescoed

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	<p>There is a high proportion of acquisitive offenders in the two local prisons therefore their delivery of accredited programmes will be based around the delivery of BSR to meet this identified need programmes will be delivered by a partner agency and it is anticipated that delivery will move to a CRC at a point during the period of this SLA.</p> <p>The Regional Psychology team will use the period of 2014- 15 to develop capacity to increase HSF outcomes for high risk sex offenders. This programme will commence delivery in 2016/17 increasing the outcomes by 2.</p> <p>By November the all PSP prisons will develop and implement effective quality assurance processes which indicate whether the services, activity and interventions it provides are of an acceptable standard of quality and are having the impact they are intended to deliver. Information from these processes will be regularly reviewed by the senior management team and specific members of staff will be given responsibility for the QA processes and following through on actions identified in the reviews.</p>	<p>HMP Cardiff & Swansea</p> <p>HMP Usk</p> <p>HMP Cardiff, Swansea, Usk & Prescoed</p>
Theme 4 – Ensuring delivery is matched to population, purpose and NOMS Outcomes	<p>Establishments will include the use of the segmentation, needs assessments and professional judgement to ensure that delivery of case management, supervision and rehabilitation services/interventions are targeted to ensure that delivery is targeted to ensure that they are of greatest benefit in reducing re-offending, protecting the public and reducing the risk of harm.</p> <p>The Wales estate will be undergoing a period of re-organisation to meet the planned national Reconfiguration of the estate. This is anticipated to commence in early April 2014 and will necessitate a periodic review of the segmentation information for each establishment to enable the appropriate rehabilitative services to be offered against the respective group. This review will take place in Oct 2014 and March 2015 respectively at establishment level.</p>	HMP Cardiff, Swansea & Usk/Prescoed
Theme 5 –Delivery of services is responsive to individual needs and characteristics to maximise outcomes	<p>All establishment will implement systems such as the Basic Custody Screening Tool (BCST) that enables the needs of offenders to be reflected in the range of interventions and services to be delivered. These interventions and services should enable offenders to receive the most appropriate intervention.</p> <p>Each establishment will continue to develop its own LDD establishment specific policy, informed by the Wales multi-agency designed Access to Justice Guidebook by November 2014. This will specify procedures on the identification of prisoners at an early stage in custody to ensure that appropriate action can be provided and monitored.</p>	HMP Cardiff, Swansea & Usk/Prescoed
Theme 6b – Delivery of RJ	The Lead Governor Wales Office will support establishments in introducing face to face victim – offender conferencing from within its current resources. To enable this to progress the Lead	HMP, Cardiff, Swansea and Prescoed

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	Governor office will ensure sufficient training is provided to enable establishments to manage and progress to delivery of this objective by establishments by July 2014 .	
Theme 6e Prison Conferencing Video Links	The Lead Governors' office will monitor the types of video link being used and recommend diversification into use by other function/departments where appropriate to ensure that maximum use of the system is achieved by March 2015 . In enabling greater use of the PCVL it is anticipated that benefits would be seen across all establishments through improved efficiencies.	HMP, Cardiff, Swansea and Usk

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SECTION 5: ACCREDITED PROGRAMME PROVISION - A summary of the Accredited Programmes provided within Wales

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)			100	90	100	90	3534
Focus on Resettlement (FOR)							444
Belief In Change							40
Kainos/Challenge to Change/ Living Skills Plus							180
Democratic Therapeutic Communities (DTC)							168
Total			100	90	100	90	4366
Programme Type: Violent							
Alcohol Related Violence (ARV) Programme							104
Control of Violence for Angry Impulsive Drinkers (COVAID) * Delivered by Wales Probation/CRC				30*		30*	

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Healthy Relationships Programme -High Intensity (HRP-HI)							137
Choices, Actions, Relationships, Emotions (CARE)							36
Healthy Relationships Programme - Moderate Intensity (HRP-MI)							92
Chromis							32
RESOLVE			30	27	30	27	1472
Building Better Relationships			20	18	20	18	97
Self Change Programme							174
Total completions				75		75	
Programme Type: Recovery Focused Interventions							
Programme Prisons - Addressing Substance Related Offending (P-ASRO) Programme							0
Short Duration Drug Programme (SDP)							0
Focus							0
Building Skills for Recovery	96	80		72		152	

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Total Completions		80		72		152	
Programme Type: Sex Offender Treatment Programme (nationally commissioned)							
Core Sex Offender Treatment Programme (C-SOTP)	18	18	9	8	27	26	613
Adapted Sex Offender Treatment Programme (A-SOTP) (Becoming New Me) (BNM)	8	8			8	8	92
Extended Sex Offender Treatment Programme (E-SOTP)	9	9			9	9	125
Core Sex Offender Treatment Programme (C-SOTP) Better Lives Booster (BLB)	8	8			8	8	17
Adapted Sex Offender Treatment Programme (A-SOTP) 'Better Lives' Booster (BLB)							37
Healthy Sexual Functioning (HSP) Programme	6	6			6	6	43
Living as New Me Adapted Sexual Offending Treatment Programme (LNM)							3
High Intensity Pilot							34
Total	49	49	9	8	58	57	
Grand Total of completions		129		245		374	

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

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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 the Welsh 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.

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- 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

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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 Wales. Where the Annual Operating Price is subject to change which does not affect the delivery of the Service Requirements in this SLA, no Notice of Change is necessary.
- 9.2.2 The Establishment will receive funding for the financial year from NOMS, subject to the delegated financial authority issued to the Governing Governor on behalf of the NOMS Chief Executive.

SECTION 10: ISSUES RESOLUTION

10.1 Issues Resolution Process

- 10.1.1 The Parties shall seek to work together to resolve any issues (including any failure to agree a matter) that may arise under this SLA at the lowest appropriate level in a timely way, having regard for the objectives of NOMS. If an issue cannot be resolved at this level it shall be escalated to line managers.
- 10.1.2 If the Parties are unable to resolve an issue through line managers, either Party may invoke this process by notifying the other in writing and notifying the Secretary to the NOMS Commissioning and Commercial Sub-Committee
- 10.1.3 The Issue Resolution Process must be carried out in a timely manner, starting with an Issue Report, prepared by the Party which invoked the process, setting out:
- Name of the originator;
 - Date the issue was first raised;
 - Description of the issue (including any relevant evidence and history of similar problems);
 - The implications of the issue, its severity and the degree of urgency;
 - An estimate of the current and potential cost of the issue; and
 - Work being undertaken to resolve the issue.
- 10.1.4 Within 10 working days of invoking the process, the Party which invoked the process will share the Issue Report with the other Party, who may add any additional comments to it before it is submitted to the NOMS Commissioning and Commercial Sub-Committee.
- 10.1.5 If a resolution is not achieved at the NOMS Commissioning and Commercial Sub-Committee, the matter will be referred to the NOMS Executive Management Committee for a final and binding decision.
- 10.1.6 For the avoidance of doubt, the rights and responsibilities of the Parties shall not cease due to any issue.

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Annex A: Notice of Change and Business Case templates

NOTICE OF CHANGE (NoC)

Issued by: [Insert: Commissioner or Provider details]

In respect of: [name of Establishment]

Date of Issue:

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

Title & Issue

[Provide a relevant title for the **NoC** (including details of the subject and applicable date/period), a brief headline/outline description of the change proposed and state whether or not this NoC is mandatory. Where the **NoC** relates to a change of **SLA Delivery Requirement Level** this should be made clear and this document copied to Performance and Analysis Group]

Change Required

[Please provide full details of the proposed change(s) or refer to an attached document including the date from which it will be implemented.]

Financial Implications:

VALUE: £

In-year figure (£): n/a (assuming implemented on date specified above)

Full year costs (£): n/a

[Please provide full details of the financial implications or refer to an attached document.]

Outcomes

[Please provide full details of the outcomes expected or refer to an attached document.]

Quality Implications:

[Please provide full details of quality implications]

Overall Impact :

[Please provide full details of any impact this proposed change would have to delivery in Wales]

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.]