



Schedule [XX]

Specification for [Region], [Lot]

DRAFT

# Preface

The following section provides a vision for the services and Delivery Partners must provide services in a manner that supports and achieves the vision described in this section.

The future rehabilitative services will offer support across three key areas of rehabilitative need with wraparound support from a Community Link Worker (see 1.4).

- **Community Links:** Connecting people to a range of community-based activities and resources and strengthening their social networks and relationships to improve well-being, desistance from crime and recovery from substance misuse.
- **Housing:** Comprehensive support to access and/or sustain suitable long-term housing.
- **Education and Employment:** Comprehensive support to prepare for, gain and maintain education, training, volunteering and employment.
- **Financial management:** Advocacy and support to improve financial management skills and to reduce debt.

Whereas under the previous service there were separate contracts for different rehabilitative needs, the future services will be commissioned as a 'combined' service delivered through a single contract.

These services will add to the effectiveness and capacity of existing HMPPS, statutory and mainstream services by helping people in custody and the community to access the community-based resources and build the skills and capacity to help them desist from offending, recover from substance misuse, and improve overall wellbeing in the long term. They will do so through assertively linking people to existing organisations that provide structural services like accommodation, financial support and employment as well as other activities/organisations/relationships that contribute to new, pro-social lifestyles. Alongside this, they will support people to develop the confidence, resilience and ability to sustain engagement with these services/activities/people and to maintain positive relationships, lifestyles, jobs, housing and improved finances.

In the custody setting, the future service will provide tailored support to meet those rehabilitative needs which are not met through other custody-based services, and which need to be addressed to support a successful transition back to the community.

In order that the future services meet the rehabilitative needs detailed above, the services will be flexible and look different in different parts of the country, in line with local availability of other provision.

To realise our vision for this new combined service, we want Delivery Partner staff to work tenaciously, knowledgeably and confidently with and on behalf of the person and to do everything possible to secure the outcomes sought. The service should provide practical support to people to try new things, build new connections and strengthen relationships in line with their own aspirations. It should also be tailored the support to the individual's specific needs, circumstances and strengths. This service is not about signposting, it is about actively enabling people and, offering the level of support that a person needs to take the first steps and building the person's capacity to continue their journey.

We want Delivery Partners to focus on the high-level aims of desistance and rehabilitation and to provide a flexible, personalised approach based on each individual's needs, strengths, risks and circumstances. However, we know from current experience that there are certain activities which are likely to be necessary in many individual cases and we also know that where there are poor outcomes, it is useful to have fallback requirements to assess performance against, and to mitigate the potential risks of too much flexibility permitting under-delivery. This specification therefore begins by setting out clearly the over-arching outcomes and aims which the Contracted Delivery Partner shall seek to achieve, in collaboration with the Buyer and wider system partners, and the possibility of flexibility for all the reasons set out above, whilst also noting the constraints on flexibility – for example, the need to support sentence delivery requirements or the need to respond to external recommendations or new policy priorities or operational realities – and setting out the types of activities that should be delivered where appropriate. We want these contracts to be relational and outcomes-focused rather than purely transactional.

We recognise the benefit of this support being provided by people who are authentic to those receiving the service and have a depth of understanding of the resources available within their community. We therefore want to encourage the use of those with lived or local experience in delivering these services.

We also acknowledge that the successful delivery of this combined service will require a shift towards a culture of partnership working where the Funding Partner and its Delivery Partners build, develop and maintain strong relationships that enable the flexibility needed to address the needs of Service Users and support their access to the right mix of services. To facilitate this, a set of partnership principles and behaviours (see 2.2-2.3) have been developed in consultation with the market which both parties will work to adhere to as part of the future service.

Delivery Partners will also adhere to mandatory, Operational Instructions which will complement the specification below. For further detail see 'Additional context and requirements' (1.6).

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# 1. Section 1

## 1.1. Introduction

1.1.1. This specification is required to be delivered in the following regional lot:

1.1.2.

Region:	
Lot:	

1.1.3. HMPPS is commissioning these Services to support men aged 18 and over in custody and in the community to:

1.1.3.1. Build supportive relationships and social networks. This might include family relationships, friends, community groups and peer communities.

1.1.3.2. Connect to a range of community-based activities and resources that matter to them. This could include employment, education, volunteering, or constructive leisure activities.

1.1.3.3. Progress towards recovery from drug or alcohol use and gambling, where relevant.

1.1.3.4. Achieve and maintain sustainable outcomes in relation to housing, employment, and financial management.

1.1.4. In line with these aims, the Delivery Partner shall

1.1.4.1. Offer a cohesive service which addresses a broad and often interdependent range of rehabilitative needs; and helps the Service User build the skills and abilities to sustain these in the long-term. The service will work alongside HMPPS and other services to support those in custody, from the point of reception onwards, to help them make a successful transition to the community and will support those in the community to live lives free from crime and addictive behaviour. This will include a 'Community Link' service that will use strengths-based and community focused delivery models to support social integration. It will offer practical and emotional support that will help Service Users to build and sustain relationships and/or new lifestyles in the community that provide meaningful alternatives to criminal activity, drug and alcohol use, gambling, and other addictive behaviour. In addition, specific support for Housing, Education, Training and Employment (ETE) and Finance, Benefit and Debt

(FBD) will be provided. These aspects, and as detailed further throughout this Specification / Schedule and in related documents as referred to herein, constitute the “Services”.

1.1.4.2. At all times work collaboratively with HMPPS and other relevant partners and services to flex and adapt Services over time and by delivery location.

1.1.4.3. Work with Service Users in a way that promotes hope and sustains motivation, is trauma-responsive and is in line with relational practice principles and also builds on existing strengths and develops further strengths and skills to enable Service Users to sustain progress and address future challenges and opportunities themselves.

## 1.2. Terminology & Definition

1.2.1. The term ‘Funding Partner’ or ‘FP’ will be used for the purposes of this specification and contract to refer to HMPPS as the body funding the services.

1.2.2. The term ‘Delivery Partner’ or ‘DP’ will be used for the purposes of this specification and contract to refer to the Supplier. In instances where the Delivery Partner may differ between custody and the community (e.g. when an individual is released out of area), the terms Custody Delivery Partner and Community Delivery Partner will be used.

1.2.3. The terms ‘Service User’ and ‘Individual’ will be used interchangeably for the purposes of this specification.

1.2.4. The term Funding Partner Approved System will be used to refer to the digital solution provided by HMPPS.

1.2.5. The term ‘Contract Area’ will be used to refer to the regional lot that a Delivery Partner is required to deliver in.

## 1.3. Overarching Aims

1.3.1. This specification sets out the over-arching outcomes and aims which Delivery Partners shall seek to achieve, in collaboration with the Funding Partner and wider system partners, and the possibility of flexibility, whilst also noting the constraints on flexibility – and setting out the types of activities that should be delivered where appropriate.

1.3.2. HMPPS’ over-arching aims and duties in relation to this Contract are:

1.3.2.1. To protect the public from harm from those in its care;

1.3.2.2. To reduce reoffending and improve the life chances of those convicted of crime; and

- 1.3.2.3. To deliver the sentences of the court.
- 1.3.3. These aims are supported by a HMPPS Rehabilitation Strategy which includes principles upon which the below are based:
  - 1.3.3.1. A whole-system approach.
  - 1.3.3.2. Whole-person first.
  - 1.3.3.3. Follow the science and evidence.
  - 1.3.3.4. Commitment to evaluation and learning.
  - 1.3.3.5. Provide value for public money.
  - 1.3.3.6. Act at all times in a fair, trustworthy, and respectful way.
- 1.3.4. In line with the need to provide value for money across the public sector and a whole-system approach as noted above, the Delivery Partner shall at all times deliver the services by working effectively in partnership and alignment with other provision delivered directly or commissioned by the Funding Partner and with other statutory and non-statutory organisations and by being flexible and adaptable in response to changing circumstances and priorities.
- 1.3.5. In line with the above commitments to evidence, evaluation and learning, the Delivery Partner shall at all times consider the available evidence and ongoing learning and shall contribute to and share learning and commit to continuous improvement to better meet the Funding Partner's aims and duties and the outcomes set out in this contract.
- 1.3.6. HMPPS has a Third Sector Partnership Approach which recognises the value of the third sector and the "unique advantage [that third sector organisations offer] when it comes to engaging the most at risk and rarely heard communities". There are various ways to support the development and sustainability of the sector, but a principal means is through funding services which they have experience and expertise in delivering. It is therefore a specific aim of this contract and these services to maintain, make use of and develop a healthy market and particularly a varied and sustainable third sector. The Delivery Partner shall seek to develop, involve and fund a diverse supply chain, including small or third-sector organisations with local knowledge and/or expertise in addressing specific rehabilitative needs or the needs of specific cohorts, in the delivery of these Services. The Delivery Partner shall adopt the Partnership Behaviours contained within this specification in relation to its supply chain and to follow the requirements within Schedule XX (sub-contractor management).
- 1.3.7. HMPPS recognises the value that people with lived and/or local experience bring. The Delivery Partner shall seek to maximise the delivery of services by those with lived and/or local experience (in line with HMPPS vetting procedures) and shall have clear routes for enabling their Service Users to become peer mentors and/or enter paid roles for example as Community Link Workers and shall support these



staff in such roles and help them progress their careers.

- 1.3.8. HMPPS seeks to ensure equality of outcomes for all people in its care. The Delivery Partner shall deliver services which are responsive to the diverse needs of Service Users including those with protected characteristics and those cohorts where a tailored approach will contribute to improved outcomes. The Delivery Partner shall also seek to ensure that its staff are representative of the protected characteristics and other needs of its Service Users.
- 1.3.9. The Funding Partner may require some or all the services to be delivered as part of enforceable sentence management activity. Where this is the case, as requested by the Funding Partner, either in general or for individual cases, the Delivery Partner shall comply with any requirements regarding delivery and reporting set out within this Contract or in Operational Instructions.
- 1.3.10. The Parties acknowledge the following needs and shall work together to ensure that they are met:
  - 1.3.10.1. Manage risks and public protection issues: for instance, any requirements to implement recommendations arising from serious offences or near-misses.
  - 1.3.10.2. Support any legislative changes or policy decisions: for instance, ensuring sentences are delivered in line with ministerially set priorities.
  - 1.3.10.3. Ensure a level of consistency and fairness across geographic areas.
  - 1.3.10.4. Deliver economy, efficiency, and effectiveness.
  - 1.3.10.5. Avoid doing things that evidentially are likely to be ineffective or harmful.
  - 1.3.10.6. Provide assurance about spending of public money and delivery of public services including by actioning any relevant recommendations that arise from evaluation or research activity.
- 1.3.11. The Delivery Partner shall at all times provide expertise in delivering the services specified in Section 3 for Service Users in custody and the community.
- 1.3.12. The Delivery Partner shall at all times take account of all of the above aims, duties, principles, and outcomes and deliver the Services in a way that supports these. The HMPPS aims and rehabilitation principles may be amended from time to time; this shall not constitute a Contract Change, and the updated versions shall still apply, provided that they do not fundamentally change the meaning, when considered reasonably.

## 1.4. Community Link

- 1.4.1. The Delivery Partner shall provide a Community Link service and shall offer this

support to each Service User in the community. Alongside being the main point of contact and overseeing each Service User's journey through the Services in line with any requirements in their HMPPS sentence plan, the focus of the Community Link service is to assertively link people to community opportunities or resources and social networks, including improved relationships with families, based on what matters to them. This will require curiosity and active listening well as an ability to prompt and challenge in order to best support someone to move forwards. Examples include new leisure activities, volunteering, mutual aid groups, or taking a more positive role in their family. It could also include emotional support to help people to prepare for new employment (including employment arranged on release from custody), or to maintain a new home and settle into a new neighbourhood. The Community Link service should complement the specific support provided in relation to housing, ETE and FBD; and integration between all these services is key. A Community Link Worker will be a paid role and will oversee the completion of the Service User Action Plan and the sequencing of activities delivered and act as the main point of contact for the Probation Practitioner.

- 1.4.2. The Delivery Partners will need to develop and maintain links and partnerships with other Funding Partner services, statutory organisations, and non-statutory organisations, community groups and individuals which the Community Link Worker could practically support service users to engage with and which will help them build new lifestyles and connections.
- 1.4.3. In custody, the Community Link service will provide practical and emotional support in relation to the impact of custody on family situations. The pre-release appointment will be used to anticipate and plan for activity needed to enable a successful transition from custody to the community.
- 1.4.4. The Community Link Worker will do what each Service User needs to help connect them to diverse resources and opportunities, with the aim that they will continue to engage with these long after their involvement with this Service. This shall include, where appropriate, accompanying them to appointments or activities, organising transportation and offering coaching to build self-efficacy, confidence, resilience, and self-esteem as they try out new things. Staff shall demonstrate empathy, curiosity and engagement with Service Users' problems and aspirations.
- 1.4.5. The Community Link service shall also provide access to group 'peer' based support, which could include general activities (arts, sports) and/or 'mutual aid' (for example for drugs and alcohol, gambling or general desistance from crime). Delivery by people with lived experience and/or local experience of the community is key. The focus should be on linking people to mainstream activities where possible however it may be necessary to help generate new activities as part of the service. Establishing diverse pathways into community services will also be a key aim of these Services (i.e. building a community that can support rehabilitation).
- 1.4.6. The Community Link activities are designed to help people consolidate and maintain the benefits from structured interventions or treatment programmes provided by HMPPS and other partners, by building an individual's social and community capital. This provides 'the scaffolding that allows people's personal skills and behaviours the time and space to grow, and the role models to learn from'.

Improving social connectedness and providing people with a sense of purpose, value, and belonging has the capacity to improve wellbeing, recovery from drugs and alcohol addiction and desistance from crime.

## 1.5. Specific support

1.5.1. Many people referred will also need help to overcome barriers in relation to gaining or maintaining housing or employment and to reduce their debts, manage their finances and access benefits. Delivery Partner Staff shall support people to consider and pursue all options until a successful outcome is achieved, using an understanding of legislation and statutory duties and relationships with key local organisations, and taking into account the person's current skills and circumstances, for instance whether someone is in the community and has the ability both to access and navigate internet and phone services or in custody and therefore needs greater direct support to access such services on their behalf.

### 1.5.2. Housing

1.5.2.1. In relation to housing support, Delivery Partners shall support Service Users in custody and in the community to maintain existing accommodation if it is at risk or to find, move into and sustain suitable accommodation if they are homeless or in unsuitable accommodation. Delivery Partners shall offer skilled and persistent support to Service Users in custody and in the community to overcome difficulties accessing social housing or accommodation within the private rental sector, due to their history of offending, administrative and financial hurdles or a lack of the right knowledge or experience to navigate the housing market. This support shall include extensive knowledge of, and liaison with, local authorities and housing providers and an ability to manage the expectations of Service Users and to maintain hope as well as to build an individual's skills and ability to find and maintain accommodation.

1.5.2.2. In custody, Delivery Partners shall address any urgent issues in relation to Service Users' housing that arise because of being taken into custody. They will also ensure that all activity to secure housing on release is undertaken for those who are at risk of homelessness including those who are being released out of area. The service shall be available for people at any point during their time in custody so that the risk of homelessness to begin to be addressed as soon as it is identified. The service should also support those seeking Release on Temporary Licence, Home Detention Curfew, parole and any additional early release schemes, as well as those subject to standard releases, post-recall and on remand who may be released following court appearances. This will include liaising with family members, where it is confirmed as safe to do so, to establish whether they are able to offer accommodation. The Community Delivery Partner shall offer support in providing information to the Custody Delivery Partner about accommodation in their area and both the Community and Custody Delivery Partners shall cooperate.

1.5.2.3. In the community, Delivery Partners will provide support at any point at which a need is identified. This will require liaison with other Delivery Partners if a Service User is seeking to move out of area.

1.5.3. Education, training and employment

1.5.3.1. In relation to education, training and employment Delivery Partners shall support Service Users in the community either to maintain existing employment, training, or education or to secure and sustain suitable employment, training, or education. The Delivery Partner shall support people to understand what is available in terms of employment, training or education and shall take due account of any identified Service User risks, needs or restrictions, for instance whether the person needs to avoid certain locations or people.

1.5.3.2. The Delivery Partner shall support people and take advantage of the support and services offered by the Department for Work and Pensions and Jobcentre Plus. They shall maintain a good understanding of the local labour market and work closely with local employers to support the employment of ex-offenders and they shall advise on how to progress options for self-employment. Delivery Partners shall also maintain comprehensive knowledge of the higher and further education offer available, and additional support available via local Voluntary, Community and Social Enterprise organisations.

1.5.3.3. To provide continuity of support for those leaving custody, including with an offer of a job or to continue training/education, Delivery Partners shall liaise pre-release with Prison Employment Leads, New Futures Network, the Prison Education Service, Creating Future Opportunities (CFO) providers and any other relevant custodially based service providers to agree what activity is needed, and who is best place to undertake it, to enable the Service User to take up offers in the community.

1.5.4. Finance, benefits and debt

1.5.4.1. In relation to finances, benefits and debt, the Delivery Partner shall work closely and flexibly with the Department for Work and Pensions (DWP) staff and prison and banking leads and any other available services to ensure all people in custody receive appropriate support. Where there is a need, the Delivery Partner shall support Service Users to address any urgent financial issues that arise for themselves or their family because of being taken into custody and to ensure that all opportunities to address outstanding debts including court fines are taken and to help prepare for release.

1.5.4.2. The Delivery Partner shall support Service Users in the community to take action to reduce existing debt, to maximise their income, to open bank accounts and to develop financial literacy and capability. For those with complex debt issues, the Delivery Partner shall support Service Users to access appropriate regulated providers.

- 1.5.4.3. To deliver this service, we anticipate that the Delivery Partner will need to be FCA accredited.

## 1.6. Additional context and requirements

- 1.6.1. The Delivery Partner shall deliver the Services within the context of HMPPS' aims, as set out in Section 1, and its role within the criminal justice system as well as within a context of wider public and community services.
- 1.6.2. In addition to the requirements set out in the Contract, the Delivery Partner shall deliver the Services in accordance with all relevant HMPPS Operational Instructions including those related to these Services, Policy Frameworks, Probation and Prison Instructions, National Standards and Local Processes and Good Industry Practice as may be updated from time to time and in line with other government strategies and policies which may apply. The Delivery Partner acknowledges that it shall be contractually bound by these Operational Instructions and acknowledges that the Funding Partner may update these from time to time to reflect emerging evidence, government policies or operational priorities.
- 1.6.3. Where any changes or additions to Operational Instructions may require some time or a redistribution of resources to implement, the Parties shall discuss and agree in good faith, acting reasonably and in line with the Partnership Behaviours set out in Section 2 (2.2-2.3), a suitable implementation period and approach to prioritisation and distribution of resources, which takes into account the urgency of the changes and any challenges in delivering them.
- 1.6.4. In addition to Operational Instructions, the Funding Partner may provide from time-to-time other information such as good practice guidance or evidence summaries or guidance. This will not be mandatory to follow but the Delivery Partner shall take it into due consideration. The Delivery Partner shall also share with the Funding Partner any case studies or good practice examples to support wider learning and sharing of good practice across the system.

## 2. Section 2

### 2.1. Roles, relationships, and responsibilities

- 2.1.1. The Services shall complement and not duplicate the work undertaken by Funding Partner staff:
- 2.1.2. HMPPS is responsible for overseeing the sentence of the court and the Service User's rehabilitative journey, for delivering some interventions and for managing their risk and compliance. They will undertake an assessment of risks, strengths and needs, develop a sentence plan and make decisions about the sequencing of referrals to interventions and services within it and will share relevant risk information with the Delivery Partner. On occasions, Funding Partner staff will make decisions to ensure effective risk management which over-ride planned activity by Delivery Partner Staff.
- 2.1.3. Delivery Partner Staff shall, on receipt of a referral, undertake an assessment and complete an action plan which details planned activities and outcomes sought and which takes account of risk information shared. This shall complement rather than duplicate any existing assessments provided as part of the referral. Where possible, liaison with external agencies should also inform the assessment and action plan.
- 2.1.4. Delivery Partner Staff shall deliver contact sessions with the Service User and undertake activity outside of these sessions which will include identifying options, progressing referrals and building relationships with other providers. Delivery Partner Staff shall be responsible for undertaking activity until an outcome is achieved or all options have been explored.
- 2.1.5. Delivery Partner Staff shall not be directly responsible for risk management and enforcement activity but shall support both elements through delivering the Services in a way that responds to the risk information that shall be provided and by sharing new risk information that they become aware of.
- 2.1.6. Funding Partner Staff and Delivery Partner Staff shall work closely together so that Service Users experience cohesive support and so that Funding Partner staff develop familiarity and confidence in the Service.
- 2.1.7. The Delivery Partner shall, using detailed sector knowledge, build and maintain both;
  - 2.1.7.1. Strategic relationships that facilitate discussions and decisions about ongoing best use of shared resources which will maximise outcomes for Service Users.
  - 2.1.7.2. A working understanding of the eligibility criteria and timeframes that will

allow Service Users to access services provided by such organisations listed below:

- 2.1.7.2.1. Other government bodies
- 2.1.7.2.2. Mayor and metro-mayor's offices
- 2.1.7.2.3. Local Authorities including combined authorities to include, but not exhaustively, Local Authority Resettlement Boards, Housing Advice Teams,
- 2.1.7.2.4. National Careers Service
- 2.1.7.2.5. Department of Work and Pensions
- 2.1.7.2.6. Money and Pension Service (MAPS)
- 2.1.7.2.7. Local Police and Crime Commissioners
- 2.1.7.2.8. Her Majesty's Revenue and Customs (e.g. in relation to Service Users' tax and financial matters)
- 2.1.7.2.9. Housing providers including social housing providers, supported housing providers and private housing landlords.
- 2.1.7.2.10. National and local charities and voluntary organisations
- 2.1.7.2.11. Employers where accommodation is offered with the job.
- 2.1.7.2.12. Potential employers
- 2.1.7.2.13. Charities and voluntary organisations
- 2.1.7.2.14. Specialist agencies
- 2.1.7.2.15. Educational establishments
- 2.1.7.2.16. Citizens Advice Bureau
- 2.1.7.2.17. Registered financial advice providers
- 2.1.7.2.18. Registered debt management organisations
- 2.1.7.2.19. Charities and voluntary organisations
- 2.1.7.2.20. Mentoring services within the community
- 2.1.7.2.21. Other Delivery Partners

- 2.1.7.2.22. NHSE commissioned health & justice services including NHS Liaison & Diversion, prison healthcare, RECONNECT
- 2.1.7.2.23. HMPPS – those providers, organisations and/or roles as listed in the Partnerships section of the Operational Instructions

## **2.2. Partnership and collaboration between the Parties**

- 2.2.1. The Parties shall adhere to the following in their relationship and interaction with each other:
  - 2.2.1.1. Shared motivation to achieve the aims and outcomes set out in this Schedule.
  - 2.2.1.2. Mutual respect and recognition of each partner's role, expertise, needs, interests and constraints.
  - 2.2.1.3. Reciprocity, transparency, and trust.
  - 2.2.1.4. Collaborative working and sharing of knowledge and information.
  - 2.2.1.5. Open, honest, and timely communication, including sharing constructive feedback.
  - 2.2.1.6. Responsiveness, adaptability, and flexibility.
  - 2.2.1.7. Fostering an environment of continuous learning, improvement, and innovation.
  - 2.2.1.8. Celebration of success.
- 2.2.2. The above Partnership Behaviours shall be regularly measured and any issues addressed, as set out in Schedule XX.

## **2.3. Collaboration and alignment with other organisations**

- 2.3.1. The Delivery Partner shall work with other relevant organisations including, but not limited to, other public bodies, other organisations commissioned by the Funding Partner or other public bodies to provide services, and other Delivery Partners in other geographical areas. The Delivery Partner shall ensure strategic partnerships and the local alignment of services are robustly supported to maximise the Services available to Service Users. The Services shall complement and not duplicate the work undertaken by other government bodies and third sector organisations where these could appropriately offer the required support or activity. Delivery Partner Staff shall build relationships with and take a flexible approach to working with such organisations in a way which assist the Service User to achieve and build the skills to sustain, the desired outcomes.



- 2.3.2. Each provider is expected to foster meaningful local connections as they establish their presence in their respective region following contract award.
- 2.3.3. The Parties shall adhere to the following Local Alignment and Integration Principles when dealing with external services and organisations, as described above, in relation to these Services. These principles highlight best practices for building collaborative partnerships, including those with sub-providers, public sector organisations and any others within the supply chain and are intended to guide the formation of strong, effective relationships with local - and where relevant, national – partners and to ensure coordinated and impactful service delivery.

2.3.4.

<b>Alignment Principle theme</b>	<b>Alignment Principle description</b>
Shared purpose	Work collaboratively with other organisations to have pathways for Service Users into those services and activities which provide practical and emotional support to individuals on their rehabilitative journey, recognising the value and expertise brought by each organisation.
Knowledge sharing and collaboration	A willingness to share knowledge and expertise with other organisations providing services or activities which are available to Service Users locally.
Local community engagement	Development of a broad base of partners across themes and geography.
Flexibility and adaptability to change	Collective accountability for the successful implementation of decisions to flex or develop services further to meet changing needs, priorities, budgets, and to solve problems or otherwise embed learning.
Mutual benefit and value creation	Local alignment and integration should bring additional benefits to organisations, Service Users, and the local system, as well as providing additional economic, social and/ or environmental value whilst minimising overlap and avoiding duplication of provision
Sharing resources	A willingness to share resources (physical, human, knowledge, and information) with other organisations to achieve a specific outcome or to deliver services and/ or activities to Service Users in the most efficient way in the most suitable places and spaces.

2.3.5. The above Principles may from time to time be measured and any issues addressed, as set out in Schedule XX.

2.3.6. As per 1.1.3, these Services shall primarily support men aged 18 or over in custody

or in the community. However, in line with the above Local Alignment and Integration Principles, the Delivery Partner shall, upon request, provide support to other service providers including those commissioned by the Funding Partner to provide services for women. This support may include, but is not limited to, either specific advice and advocacy on individual cases or general advice or support in working in partnership with wider organisations and services.

## 2.4. Delivery Partner Staff

- 2.4.1. Delivery Partner Staff shall have the values, attitudes, behaviours, knowledge and skills to enable them to deliver services which are strengths-based and responsive to the specific needs and circumstances of each Service User. Delivery Partner Staff will build relationships with Service Users based on evidence-based relational practice principles and demonstrate hope and belief in a person's ability to achieve their goals, secure their trust by being honest, reliable and authentic and show their commitment to supporting their journey. Delivery Partner Staff shall work patiently and persistently with Service Users to explore all available options in relation to the issues they are experiencing.
- 2.4.2. Delivery Partner Staff delivering specific support in relation to housing, employment/ training/ education and finance/benefits and debt shall have sufficient understanding of key legislation and statutory duties alongside the skills and confidence and relationships with local agencies and organisations to enable them to advocate tenaciously on behalf of Service Users.
- 2.4.3. The Delivery Partner shall provide staff with a supportive environment which includes regular supervision and peer support and offers developmental opportunities to help staff build their skills and develop their careers.
- 2.4.4. The Delivery Partner shall seek to ensure that its staff are representative of the protected characteristics and other needs of its Service Users and shall regularly review this and report on it when requested by the Funding Partner.
- 2.4.5. The Delivery Partner shall provide training and opportunities for Service Users to work as peer mentors and other paid roles within their organisation.
- 2.4.6. The Delivery Partner shall seek staff feedback in relation to how both the services and also staff experiences can be improved.
- 2.4.7. The Delivery Partner shall ensure all Staff have successfully carried out mandatory training required for their role and responsibilities as detailed in the Operational Instructions, before beginning work with any Service Users or accessing any data or information related to Service Users. The Delivery Partner shall maintain a list of all training undertaken by Delivery Partner Staff to make available to the Funding Partner as requested.
- 2.4.8. The Delivery Partner shall make every endeavour to ensure that any Delivery Partner Staff working with a Service User remains consistent throughout the custodial period of service delivery and separately through the community period of

service delivery.

- 2.4.9. The Delivery Partner shall ensure adequate staff levels to cover for reasonably foreseeable levels of planned or unplanned staff absence.

## 2.5. Supply chain

- 2.5.1. The Delivery Partner shall support the aims set out in Section 1 above by regularly reviewing how it involves, funds and supports other local organisations to be involved in the delivery of the services in a sustainable manner. The Parties shall work together in support of these aims and consider these as part of the Annual Review and Annual Prioritisation Discussion and resulting Delivery Prioritisation Plan.
- 2.5.2. The Delivery Partner shall manage its supply chain or similar arrangements in line with Schedule XX.

## 2.6. Flexibility and continuous improvement

- 2.6.1. The Parties shall be flexible in developing the Services and how they deliver their separate and shared responsibilities to meet the aims and outcomes.
- 2.6.2. The Parties shall seek to continuously improve the Services. They shall use the Delivery Prioritisation Plan as set out in Schedule XX to track this.
- 2.6.3. The Delivery Partner shall, upon request, provide support to relevant continuous improvement activities including the development of wider Funding Partner processes and tools such as digital systems.
- 2.6.4. The Delivery Partner shall develop, implement and utilise robust approaches to secure and act upon regular Service User feedback on all aspects of service delivery, and share any findings with the Funding Partner, in line with any templates or Operational Instructions as issued by the Funding Partner from time to time.
- 2.6.5. The Delivery Partner shall work in partnership with the Funding Partner to maximise the volume of Services and the number of Contact Hours delivered to Service Users. Where referral and start volumes are significantly higher or lower than originally anticipated, the Delivery Partner and the Funding Partner, together, will review the Delivery Prioritisation Plan and jointly decide how to continue maximising the Services to the different volume of Service Users.
- 2.6.6. The Delivery Partner shall be able to deliver all activities listed below in Section 3, but not all will be necessary or applicable at all times and places or for all Service Users.
- 2.6.7. This Specification shall be supplemented with a Delivery Prioritisation Plan which shall be agreed between the Parties pursuant to an annual prioritisation discussion.

The Delivery Prioritisation Plan is a live document that can be updated and amended at any time, and at least annually, to enable the Parties to evolve the Services in line with all of the above aims and context.

- 2.6.8. Throughout the duration of this contract, the Parties may also identify changes to services that will better enable them to achieve outcomes for Service Users.
- 2.6.9. Service Users will also be able to access a changing range of local and national provision. The Funding Partner may therefore choose that certain activities in this Specification are not required for a period of time or in a specific custody or community location. The Funding Partner may also wish to supplement the core activities detailed below in Section 3 with additional services which meet specific needs of their Service Users at any time. Any such changes will be discussed between the Parties in good faith, acting reasonably and in line with the Partnership Behaviours set out in Section 2 (2.3-2.3), to agree a suitable implementation period and approach to prioritisation and distribution of resources, which takes into account the urgency of the changes and any challenges in delivering them. Such changes will then be reflected in an updated Delivery Prioritisation Plan.
- 2.6.10. The Delivery Partner shall have the flexibility to amend and enhance the core activities (3.9) in light of changes to other available local services and/or legislation, identified needs and emerging evidence of what is effective. Any changes will require an amendment to the Delivery Prioritisation Plan agreed between both parties.

## 3. Section 3

### 3.1. Introduction

- 3.1.1. Delivery Partners shall deliver all elements of the Services below as required by each Service User referred.
- 3.1.2. The Delivery Partner shall ensure that the Service User experiences a seamless service and understands the role of each Delivery Partner Staff working with them.

### 3.2. Provision for specific needs

- 3.2.1. The Delivery Partner shall adapt and deliver the Services in a way and in an environment which meets the needs of all Service Users, including the additional and specific needs of the following cohorts and protected characteristics, in line with any relevant legislation and Operational Instructions, to maximise the achievement of outcomes:
  - 3.2.1.1. Care leavers
  - 3.2.1.2. Parents, guardians and carers
  - 3.2.1.3. Foreign National Offenders (FNOs)
  - 3.2.1.4. Ex-Armed Forces Personnel
  - 3.2.1.5. Service Users from ethnic minorities
  - 3.2.1.6. Service Users who are neurodiverse
  - 3.2.1.7. Service Users who are transgender
  - 3.2.1.8. Service Users with drug, alcohol, gambling or other addictions, social care needs, physical disabilities or health issues and/or mental health difficulties, accessibility and/or mobility difficulties
  - 3.2.1.9. Service Users who could be experiencing modern slavery or human trafficking
  - 3.2.1.10. Service Users aged 18-25 years
  - 3.2.1.11. Older Service Users

- 3.2.2. The Delivery Partner shall deliver the Services in a way that recognises that individuals are shaped through differing combinations of interconnected and overlapping characteristics, experiences and circumstances. Services therefore need to be flexible and tailored to the individual, and practitioners need the skills and confidence to work with each individual to explore and understand their individual backgrounds and needs including any intersectionality of these, and how this may impact on the individual and therefore how best to support them.
- 3.2.3. The Delivery Partner shall ensure its general practices, locations and communications are as universally accessible as possible to support people whether they have a diagnosis for one or more neurodiversities or not and/or have other specific needs such as not having English (or Welsh in Wales) as a first language or other literacy or comprehension challenges.

### **3.3. Language**

- 3.3.1. The Delivery Partner shall:
  - 3.3.1.1. Deliver the Services in a language or format the Service User can understand, utilising the Funding Partner's Translation and Interpretation Services in line with any operational instructions.
  - 3.3.1.2. Where the Contract stipulates that the Services are to be delivered in Wales, ensure that the service itself is available in both English and Welsh and that each Service User can choose whether to receive the Services in English or Welsh, in accordance with legislation.

### **3.4. Working with other services**

- 3.4.1. Delivery Partner Staff shall have a working understanding of what relevant services and resources are available locally and how they can be accessed. They shall keep this information up-to-date and share with the Funding Partner and shall develop relationships and routes to improve access to other services and they will support Service Users to successfully engage with existing or newly available provision.
- 3.4.2. Where multiple services are working with an individual, Delivery Partner staff shall make all reasonable efforts to make use of existing assessments and minimise expectations of Service Users to repeat information. Opportunities to conduct joint assessments or appointments should be sought. Contract Delivery Partners shall also set up information sharing protocols with relevant services.

### **3.5. Outcomes**

- 3.5.1. Delivery Partners shall make all reasonable endeavours to ensure Service Users secure the following outcomes by the end of the service and shall demonstrate the progression made by Service Users to achieving the outcomes, using the Funding

Partner Approved System:

- 3.5.1.1. Service User obtains and/or maintains settled/appropriate accommodation.
  - 3.5.1.2. Service User undertakes all activity to terminate tenancy/ prevent housing arrears and/or other debt (as required) on reception into custody.
  - 3.5.1.3. Service User obtains and/or maintains suitable education, training, or employment
  - 3.5.1.4. Service User has an improved financial situation, including (as relevant) reduced debt, increased ability to manage finances and access to all relevant benefits.
  - 3.5.1.5. Service User makes progress towards recovery from drug, alcohol addictions or other addictive behaviour.
  - 3.5.1.6. Service User has improved well-being through developing their family and supportive relationships.
  - 3.5.1.7. Service User accesses support in relation to family circumstances and/or is prepared for changed family circumstances on release (custody only).
  - 3.5.1.8. Service User has improved well-being through trying new and helpful ways to spend their time and/ or building supportive social networks.
- 3.5.2. At the Funding Partner's sole discretion and at any point during the Contract, the Funding Partner may decide to amend, narrow or expand these outcomes in line with the over-arching aims and duties set out in Section 1. Where any changes may require some time or a redistribution of resources to implement, the Parties shall discuss and agree in good faith, acting reasonably and in line with the Partnership Behaviours set out in Section 2, a suitable implementation period and approach to prioritisation and distribution of resources, which takes into account the urgency of the changes and any challenges in delivering them.

### 3.6. Methods of service delivery

- 3.6.1. The following apply to service delivery in the community:
  - 3.6.1.1. The Delivery Partner shall deliver the activities and sessions, in line with the methods and frequency detailed in the Service User Action Plan and provide updates using the Funding Partner Approved System and/or alternative methods in line with Operational Instructions if there are any significant changes to planned activities or approach to service delivery or anticipated end date.
  - 3.6.1.2. The Delivery Partner shall deliver contact sessions Services face to face, except where the Service User's personal circumstances indicate that

elements of remote contact will better support the achievement of the outcomes.

- 3.6.1.3. The Delivery Partner shall deliver the Services in a way which takes full account of any identified concerns about risks including, but not limited to adult safeguarding and/or child safeguarding. Where the referral or subsequent information has identified risks or public protection concerns, the Services which are provided should be delivered in a way which takes full account of these risks.
- 3.6.1.4. In custody, the Delivery Partner shall deliver Services in person in Mandated Prisons.
- 3.6.1.5. For non-mandated prisons, if reasonably practicable, the Delivery Partner shall endeavour to provide in-person support, but where not reasonably practicable, it shall offer remote support through phone or video.

### **3.7. Stages of service delivery**

- 3.7.1. The Services will follow a clearly defined route through different stages, either:
  - 3.7.1.1. Beginning in custody, moving through-the-gate, to include short-notice releases from prison and court, continuing into the community, and ultimately leading to successful community reintegration, or;
  - 3.7.1.2. Beginning in the community and leading to stabilisation within that community.

### **3.8. Referrals, initial contact sessions, assessments and action plans**

- 3.8.1. Upon receipt of a referral via the Funding Partner Approved System, the Delivery Partner shall offer a contact session with the Service User, either in custody or in the community as required by the referral. Depending on the urgency of the situation, they shall use the Initial Contact Session to assess the Service User's needs, strengths and they shall agree a Service User Action Plan with the Service User and/or, where necessary, take any urgent actions such as seeking accommodation or addressing urgent financial issues. The Delivery Partner shall offer and undertake the Initial Contact Session in accordance with the applicable Operational Instructions but at all times with the aim of providing a timely response which is sufficient to meet the relevant urgency of the needs and to maximise engagement by the Service User.
- 3.8.2. The Delivery Partner shall also respond to any self-referrals from Service Users in accordance with the Operational Instructions.
- 3.8.3. In line with any Operational Instructions, the Delivery Partner shall provide the Service User with information about what to expect from the service, policies and



processes including regarding data protection, confidentiality and complaints and involvement in Service User feedback and consultation. The Delivery Partner shall also seek to obtain a signed informed consent form from the Service User to enable information exchange with other agencies or organisations to support service delivery and confirm that they have received information about the above aspects.

- 3.8.4. The Delivery Partner shall include and record in its initial assessment any necessary assessment to inform later measurement of distance travelled, and/or it shall support the Service User to fill in any distance travelled assessment at relevant points at the beginning and later stages of the service.
- 3.8.5. The Delivery Partner shall share a copy of the agreed Service User Action Plan, which shall contain the Outcome(s), frequency and method of contact sessions and contact methods, with the Service User as well as recording this information on the Funding Partner Approved System.
- 3.8.6. The Delivery Partner shall respond to any questions or proposed changes to the Service User Action Plan received from the Probation Practitioner and should discuss with them if required.

### 3.9. Core activities

- 3.9.1. Delivery Partner Staff shall provide the following Activities and deliver those Activities applicable to each Service User and their specific needs in a way and for the duration that will secure the outcome(s) identified in the Service User Action Plan. The Delivery Partner shall deliver these Activities in a way that builds the Service User's skills and future ability to undertake them themselves, taking into account the person's current skills and circumstances, for instance whether someone is in the community and has the ability both to access and navigate internet and phone services or in custody and therefore needs greater direct support to access such services on their behalf.

#### 3.9.2. Activities to be delivered in custody

##### 3.9.2.1. [Housing Support](#)

- 3.9.2.1.1. Work, as appropriate, either to close down a Service User's tenancy in time to ensure related debt or arrears do not build up or to maintain a Service User's tenancy by liaising with landlord/ local authority and DWP.
- 3.9.2.1.2. With agreement of the Service User and having established there are no risk issues before doing so (by asking the Probation Practitioner where there is one or with the Offender Management Unit in other cases), liaise with partners, family and friends to determine if there are any potential release addresses.
- 3.9.2.1.3. Complete and follow up on referrals to all suitable housing providers

taking account of the Service User's needs, risks and circumstances. This may include risk presented to others or proximity of accommodation to victims and potential victims and information around service user vulnerability, for instance whether the person needs to avoid certain locations or people.

3.9.2.1.4. Provide support to secure accommodation for the purpose of parole, Release On Temporary Licence, Home Detention Curfew and other early release schemes.

3.9.2.1.5. In addition to Duty to Refer activity in 3.9.4.1.3

3.9.2.1.5.1. Act as point of contact for local authorities to arrange assessment.

3.9.2.1.5.2. Liaise with Reconnect Service for medical history needed to support Duty to Refer.

3.9.2.1.5.3. Advocate to ensure the assessment happens pre-release and is not deferred until after release.

3.9.2.1.6. Confirm with HMPPS staff when a CAS3 referral is required when other options/referrals are fully explored, and processes are unlikely to secure accommodation on first night of release.

3.9.2.1.7. Apply to the Prison Governor for Discretionary Housing Payment prior to release.

3.9.2.1.8. Provide emergency support to those who are released from custody or court as un-convicted or time-served following sentence where the Service User will be homeless at the point of release.

3.9.2.1.9. Provide above support to those due for release out of area and liaise with the Community Delivery Partner in relation to potential housing options and liaise with the relevant local authority as required.

### 3.9.2.2. Education, Training and Employment

3.9.2.2.1. The Community Delivery Partner to liaise with prison-based education providers and Prison Employment Leads to understand what post-release support and activity will be needed, including support for those with job offers.

3.9.2.2.2. Community Delivery Partner who undertakes pre-release contact session to agree immediate post-release support needed where there is a job offer or other education or training appointments arranged in the community.

### 3.9.2.3. Finance, Benefits and Debt Support

- 3.9.2.3.1. Support the Service User to understand all debt management advice and guidance given to them whilst in custody (both Delivery Partner and other custody-based services) and update the Probation Practitioner/Resettlement Team via the Funding Partner Approved System about what actions have taken place to minimise and reduce levels of debt.
- 3.9.2.3.2. Undertake casework to address urgent debt matters arising out of being taken into custody and ongoing debt issues by informing regular payees of change in circumstances and negotiating alternative arrangements, contacting creditors to arrange payment plans, providing bankruptcy or other insolvency advice, or supporting Individual Voluntary Arrangements and Debt Relief Orders or make referrals to FCA-regulated providers to do so.
- 3.9.2.3.3. Support Service Users to contact His Majesty's Court and Tribunal Service to freeze HMCTS fines.
- 3.9.2.3.4. Support Service User on who receives an inheritance via a will during their custodial sentence to identify and progress options.

#### 3.9.2.4. Community Link

- 3.9.2.4.1. Develop a full understanding of a Service User's family circumstances and ensure that they are accessing all available support within the prison and are aware of support available to their partner and family.
- 3.9.2.4.2. Provide practical and emotional support for Service Users who have sought or are seeking to re-establish child contact through the family courts and/or who receive legal decisions about them and their families whilst in custody. This support should take full account of known or potential risk and disclosure issues and seek to ensure that the service user is also receiving legal advice.
- 3.9.2.4.3. Help Service Users to anticipate and prepare for changed family dynamics and circumstances on release and to develop skills to respond to these.

### **3.9.3. Activities to be delivered in preparation for, and upon release from, custody**

- 3.9.3.1. The Custody Delivery Partner shall schedule a remote handover meeting with the Community Delivery Partner within the last 20 days of the Custodial sentence. The option to attend the Handover meeting should be offered to the Home Probation Practitioner. It is not necessary to include the Service User in this meeting.
- 3.9.3.2. For cases subject to probation supervision on release and subject to a standard referral, the community-based provider will meet with the Service

User within 10 working days before release. This meeting will focus on identifying and responding to specific concerns in anticipation of release including those relating to family circumstances. This meeting will also enable an initial discussion of options for strengthening relationships, accessing support or trying new activities. The community-based Delivery Partner will explain the support that will be available and make initial plans for the early post-release period.

- 3.9.3.3. The Delivery Partner shall support people in departure lounges and community hubs, where these are available for a given Mandated Prison, to provide support and advice in relation to immediate needs on the day of release. They shall provide this support, in person, on any days when releases are likely (whether certain or not).
- 3.9.3.4. The Delivery Partner shall have staff available to provide advice on options for short-notice accommodation for Service Users released at short-notice, including on the day, from prison or court.
- 3.9.3.5. Delivery Partner Staff shall meet those Service Users whom the Funding Partner has assessed as vulnerable at the custodial establishment and accompany them to their accommodation, or an appointment as indicated by the Funding Partner.

#### **3.9.4. Activities to be delivered in both custody and the community**

##### **3.9.4.1. [Housing support](#)**

- 3.9.4.1.1. Work to maintain Service User's accommodation and ensure related debt or arrears do not build up.
- 3.9.4.1.2. Deliver contact sessions and non-contact activity to help Service Users:
  - 3.9.4.1.2.1. Understand the viable activities and housing options that are available.
  - 3.9.4.1.2.2. Access accommodation via a range of identified housing pathways in locations which will be appropriate to meet the Service Users needs and any additional requirements linked to their probation supervision including for those Service Users with sexual, domestic abuse and arson offences and move-on housing for all Service Users for whom temporary accommodation has been secured including those in Approved Premises and CAS3 accommodation.
  - 3.9.4.1.2.3. Complete all referrals to include all relevant personal information to all suitable housing providers until either accommodation is secured, or all options are exhausted.

This should include as appropriate private tenancies, social housing (including support Service Users to participate in bidding processes for social housing applications), supported housing (including offering supporting information to support for social care needs assessments) and other specialist accommodation.

- 3.9.4.1.3. Submit a Duty to Refer/Application for Assistance on behalf of the Service User and:
  - 3.9.4.1.3.1. Ensure that Local Authority has made contact by checking with the person at a frequency appropriate to the case.
  - 3.9.4.1.3.2. Facilitate the Local Authority assessment by having detailed knowledge of what each Local Authority requires and:
    - 3.9.4.1.3.2.1. Attending any appointment if the Service User needs or will benefit from this.
    - 3.9.4.1.3.2.2. Preparing supporting information with the person, to include: full housing history, relevant documents to include ID and proof of income, medical history and any evidence, and any other vulnerabilities.
  - 3.9.4.1.3.3. Follow up with Local Authority at a frequency appropriate to the case until person has received outcome of assessment.
  - 3.9.4.1.3.4. Support Service User to request right to review decision to include decisions where 'intentionally homeless' decisions are based on offending/ anti-social behaviour or vulnerability.
  - 3.9.4.1.3.5. Support Service User to undertake actions identified in their Personal Housing Plan and follow up with Local Authority in relation to completion of their actions.
  - 3.9.4.1.3.6. Where applicable, check what Local Authority and other deposits/ rent in advance are available and use Accommodation for Ex-Offenders factsheet to highlight eligibility for single people within the criminal justice system.
  - 3.9.4.1.3.7. Where a Duty to Refer has been undertaken in custody, the Custody Delivery Partner shall update the Community Delivery Partner on the status of the DtR and next steps needed.
- 3.9.4.1.4. When working with private landlords letting an Assured Shorthold

Tenancy, only use those who are signed up to a government-approved Tenancy Deposit Protection scheme.

- 3.9.4.1.5. Ensure that Service Users are only supported to access accommodation which comply with the legislation and housing standards in operation. A full and up to date list can be found in the Operational Instructions.
- 3.9.4.1.6. Advise Service Users about the rules and requirements around disclosure, of convictions and current restrictions for example exclusion requirements, tailoring any advice to their specific situation.
- 3.9.4.1.7. Help the Service User to make a referral/application and follow up the referral/application until an outcome is attained or all other options, including routes of appeal, are exhausted for the below. This list is non-exhaustive.
  - 3.9.4.1.7.1. Local Authority incentives packages, homelessness in the home schemes and local/floating support schemes
  - 3.9.4.1.7.2. Housing benefit and other related benefits
  - 3.9.4.1.7.3. All local housing/accommodation support (e.g. furniture providers, food banks and additional energy bill support)
- 3.9.4.1.8. Maintain relationships with a network of providers of short stay properties that meet the standards outlined in the Operational Instructions to maximise chances of bed space for Service Users
- 3.9.4.1.9. When accommodation is secured or provisionally secured, the Delivery Partner must notify the Probation Practitioner and confirm with them that the Service User has been risk-assessed and is suitable to move into the property before they do so. If the Delivery Partner cannot contact the Probation Practitioner, contact must be made with the secondary contact within the referral or the Duty Officer to confirm suitability of the property.

### **3.9.5. Activities to be delivered in the community only**

#### **3.9.5.1. [Community Link](#)**

- 3.9.5.1.1. Support people to engage in new community resources and activities and/or form supportive family relationships and social networks which matter to them and are sustained after the service has ended. This will include activity to map and create pathways for the Service User to access diverse community resources and, where unavailable, generate new community resources and lived experience groups.

- 3.9.5.1.2. Assertively link people to diverse community resources and activities.
- 3.9.5.1.3. Support Service Users to identify positive family relationships and to act in a way which will build these relationships. This might include joint meetings with family members when considered suitable.
- 3.9.5.1.4. Support Service Users to build skills to respond to changed family circumstances on release from custody.
- 3.9.5.1.5. Deliver practical life skills activities (including support to sustain housing, Education, Training and Employment and Finance Benefits and Debt outcomes).
- 3.9.5.1.6. Support Service Users to attend relevant appointments, which may include accompanying them, providing reminders and other practical support to enable sustained engagement.
- 3.9.5.1.7. Provide practical and emotional support which contributes to housing, ETE and Finance/Benefits/Debt outcomes for example to obtain or find a national insurance number, personal photo identification, birth certificate or other documentation and to access available hardship funds or to accompany a Service User to appointments or the first day of a job.
- 3.9.5.1.8. Deliver one to one Coaching to build trust and motivation to try new experiences and overcome barriers to engagement.
- 3.9.5.1.9. Facilitate group 'peer' based support that provides connection to others who can support addiction recovery or desistance and opportunities for social learning and a sense of pride and belonging.
- 3.9.5.1.10. Facilitate group activities that provide mutual aid to support an individual's addiction recovery or desistance journey.

### 3.9.5.2. Education, Volunteering, Training, and Employment

- 3.9.5.2.1. Where a Service User is eligible for employment-related support from DWP, the Delivery Partner should work with the relevant work coach to enable the Service User to get most benefit from this, including providing additional support in discussion with the work coach. Delivery Partners should not duplicate services of DWP where a Service User is eligible to receive such services.
- 3.9.5.2.2. Where someone is unemployed but not eligible for DWP employment-related support, the Delivery Partner should undertake those activities below (3.9.5.2.3-3.9.5.2.20) which will maximise the person obtaining and sustaining employment, training or education.

- 3.9.5.2.3. Undertake referrals where ongoing support is required or the Delivery Partner believes the Service User's needs can be better met through the CFO service.
- 3.9.5.2.4. Where there is an existing employer and the Delivery Partner considers it appropriate, contact the employer and advocate for the Service User concerning opportunities to continue employment.
- 3.9.5.2.5. Broker opportunities, including acting as a champion or referee of the Service User to potential employers.
- 3.9.5.2.6. Secure opportunities for Service Users to access apprenticeships, placements and jobs within a wide range of industries by building relationships with relevant employers.
- 3.9.5.2.7. Support Service Users to engage with tailored education and training opportunities for Service Users with specific needs, e.g., physical disabilities, neuro-diverse needs and Learning Difficulties, Service Users who are under 30 years old and Service Users from ethnic minority backgrounds.
- 3.9.5.2.8. Support and Guide Service Users to build the skills which will enable them to succeed in employment including opportunities to work in a voluntary capacity.
- 3.9.5.2.9. Provide Advice and Guidance which allows Service Users to understand and take the appropriate actions in the disclosure of offences, Risk of Serious Harm or special characteristics and support applications for DBS checks.
- 3.9.5.2.10. Provide initial and ongoing support to Service Users with offers of education/ training/ apprenticeship/ employment, including those with pre-release employment offers, to ensure these offers are realised.
- 3.9.5.2.11. Support Service Users to secure accreditations required for entry into relevant and local markets.
- 3.9.5.2.12. Support Service Users to progress realistic plans for self-employment or a start-up business.
- 3.9.5.2.13. Support Service Users to identify and access providers of literacy and numeracy skills and qualifications.
- 3.9.5.2.14. Support and Advocate for Service Users to locate and access discretionary funding – i.e., provision of funding for equipment, business start-up or clothing.
- 3.9.5.2.15. Support Service Users to access specialist agencies where additional learning need assessments are required to enhance



opportunities.

- 3.9.5.2.16. Intensively support and guide Service Users, to shape their self view as someone who could undertake education, employment and/or training.
- 3.9.5.2.17. Where Service Users are receiving support from multiple statutory and/or other services, advocate on their behalf to maximise sustainable ETE outcomes and actively seek to avoid duplication of activity.
- 3.9.5.2.18. Support Service Users with sexual, violent or fraud / deception offences to access suitable education, training, volunteering or employment opportunities which take account of specific risk issues or restrictions arising from their offences in line with risk information provided by the Probation Practitioner.
- 3.9.5.2.19. The Delivery Partner shall support people to understand what is available in terms of employment, training or education and shall take due account of any identified Service User risks, needs or restrictions, for instance whether the person needs to avoid certain locations or people. This may include advice and guidance which allows Service Users to understand and take the appropriate actions in the disclosure of offences, Risk of Serious Harm or special characteristics and support applications for DBS checks.
- 3.9.5.2.20. When employment, training or education opportunities have been secured or provisionally secured, the Delivery Partner must notify the Probation Practitioner and confirm with them that the Service User has been risk-assessed and is suitable to commence the employment, training or education opportunities before they do so. If the Delivery Partner cannot contact the Probation Practitioner, contact must be made with the secondary contact within the referral or the Duty Officer to confirm suitability.

### 3.9.5.3. Finance, Benefits and Debt Support

- 3.9.5.3.1. Support Service users to gain access to all relevant entitlements including correct benefits and state pensions and manage under/overpayments.
- 3.9.5.3.2. Support and advocacy on how to avoid incurring benefits sanctions and lodge an appeal against any sanction or underpayments in line with government guidelines.
- 3.9.5.3.3. Support and Advocacy to open accounts with the bank, post office, credit union or other similar organisations.
- 3.9.5.3.4. Support and advocacy for those who have no recourse to public

funds.

- 3.9.5.3.5. Increase a Service User's understanding of how to effectively manage finances, by:
  - 3.9.5.3.5.1. providing advice and guidance on existing pensions and benefits;
  - 3.9.5.3.5.2. providing advice and guidance on managing debts (including gambling related debt);
  - 3.9.5.3.5.3. opening accounts with the bank, post office, credit union or other similar organisation;
  - 3.9.5.3.5.4. developing digital banking skills;
  - 3.9.5.3.5.5. providing advice and guidance on loans, including pay-day loans and illegal lending; and
  - 3.9.5.3.5.6. improving budgeting and personal financial management and developing skills on how to adhere to a debt management plan.

### **3.10. End of Service and move on Steps**

#### 3.10.1. End of service

- 3.10.1.1. Where outcomes cannot be achieved by the anticipated end date and if additional time or sessions are needed, the Delivery Partner shall inform the Probation Practitioner or alternative HMPPS staff, as applicable in line with any Operational Instructions, and record any additional sessions or changes to the planned activities that are required, or otherwise update the Service User Action Plan on the Funding Partner Approved System.

#### 3.10.2. Final session

- 3.10.2.1. To complete the Service with a Service User, the Delivery Partner shall undertake and record on the Funding Partner Approved System a final session with the Service User and:
  - 3.10.2.1.1. Complete a final review which systematically measures the success of each element of the Services, as identified within the Service User Action Plan.
  - 3.10.2.1.2. Create with the Service User an ongoing support plan with suggested move-on steps.
  - 3.10.2.1.3. Share a copy of the plan with the Service User and on the Funding

Partner Approved System.

3.10.2.1.4. Provide an opportunity for feedback to be gathered and record this in the session feedback for the final session.

3.10.2.2. The Delivery Partner shall inform other services and providers that their involvement has ended as appropriate.

### 3.10.3. Transferring out of area

3.10.3.1. Where the Service User is transferring out of Contracted Area or transferring between prisons prior to the completion of the Services, where possible, the Delivery Partner shall:

3.10.3.1.1. Conduct a final session that provides opportunity for feedback

3.10.3.1.2. Record all activity undertaken;

3.10.3.1.3. Complete an End of Service Report within 5 days of the following session; and

3.10.3.1.4. Schedule a handover / transfer meeting 5 days prior to transfer with the Delivery Partner in new area to update activity undertaken and the next steps needed to secure the outcomes.

### 3.10.4. Recording and sharing information

3.10.4.1. The Delivery Partner shall use and comply with the requirements of Funding Partner Approved Systems and, where requested, provide feedback and input to help the Funding Partner to improve digital services.

3.10.4.2. The Delivery Partner shall record the following on the Funding Partner Approved System, with sufficient detail where relevant to enable HMPPS staff to understand necessary information about the person and to support management of risk and protection of the public and to enable the Funding Partner to undertake assurance of the delivery and quality of the Services:

3.10.4.2.1. Every session offered to the Service User.

3.10.4.2.2. Every session attended by the Service User and include specific work undertaken in line with the content and outcomes within the Service User Action Plan.

3.10.4.2.3. All non-contact activity as well as contact activity.

3.10.4.2.4. Every non-attendance at any contact session by the Service User (must be recorded by the end of the same working day).

3.10.4.2.5. Any instances of Unacceptable Behaviour by the Service User.

- 3.10.4.2.6. Any behaviour or information that may indicate a Risk of Serious Harm posed by the Service User.
- 3.10.4.2.7. Any information that may impact upon child or adult safeguarding concerns.
- 3.10.4.2.8. Any new information that indicates that the Service User is at increased risk in relation to self-harm, human trafficking, modern slavery, gangs, extremism, radicalisation, or county lines.
- 3.10.4.2.9. Any information needed to support the assessment of outcomes or distance travelled.
- 3.10.4.3. Where the Delivery Partner considers the information above (3.10.4.2.5 – 3.10.4.2.9) to present an increased Risk of Serious Harm, the Delivery Partner Staff shall immediately notify a relevant member of HMPPS staff, in line with any Operational Instructions.
- 3.10.4.4. The Delivery Partner shall, upon request, provide the Funding Partner with any requested information in relation to the Service User for the purpose of supporting:
  - 3.10.4.4.1. Serious Further Offence Reviews
  - 3.10.4.4.2. Domestic Homicide Reviews
  - 3.10.4.4.3. Serious Case Reviews
  - 3.10.4.4.4. HMP Inspectorate of Prisons Inspections
  - 3.10.4.4.5. HMP Inspectorate of Probation Inspections
  - 3.10.4.4.6. Investigations against offenders convicted under terrorism legislation (TACT) managed by the Joint Extremism Unit (JEXU)
  - 3.10.4.4.7. HM Prison and Probation Service Audits
  - 3.10.4.4.8. Court Hearings
  - 3.10.4.4.9. Prison Releases
- 3.10.4.5. The Delivery Partner shall contribute to Funding Partner liaison arrangements with judges and magistrates and shall do so in accordance with any guidance or request issued by the Funding Partner, in the format requested by the Funding Partner.
- 3.10.4.6. The Delivery Partner shall ensure that the Services contribute to all Multi-Agency Public Protection Arrangements (MAPPA). The Delivery Partner shall also contribute to the MAPPA management activity as detailed in the Operational Instructions and as detailed for the specific Service User.

- 3.10.4.7. The Delivery Partner shall deliver the Services in a way which supports local Integrated Offender Management (IOM) arrangements.
- 3.10.4.8. To support sentencing and Service User understanding of the Services they will be receiving, the Delivery Partner shall provide a Directory of Services to the Funding Partner which shall include as a minimum:
  - 3.10.4.8.1. Activities available.
  - 3.10.4.8.2. Delivery locations for those activities.
- 3.10.4.9. The Directory of Services should be in a format that is available to and usable by service users and HMPPS staff, and be made available to the Funding Partner at the end of the mobilisation period, and shall be kept up to date, and as a minimum reviewed in conjunction with any changes to the Delivery Prioritisation Plan.
- 3.10.4.10. The Delivery Partner shall undertake all reasonable activity such as telephone or text reminders to maximise engagement and/or compliance with Services in the community, in line with any Operational Instructions.
- 3.10.4.11. In the case of supporting enforcement with Services in the community, the Delivery Partner shall:
  - 3.10.4.11.1. Provide any information required by HMPPS to support enforcement in line with timescales within the Operational Instructions.
  - 3.10.4.11.2. Attend court for contested breaches when required.
- 3.10.4.12. In the case of supporting risk management and public protection, the Delivery Partner shall:
  - 3.10.4.12.1. Share information with the Funding Partner which indicates a potentially increased Risk of Serious Harm in line with the Operational Instructions.
  - 3.10.4.12.2. Respond immediately to any requests by the Funding Partner to amend the delivery of the Services to reflect a change in the Risk of Serious Harm.
- 3.10.5. Reviewing and updating the Service User Action Plan
  - 3.10.5.1. The Delivery Partner shall, when requested, provide updates on the Service User to the Probation Practitioner, and take part in a review with the Service User and Probation Practitioner face to face or electronically to review progress and to take appropriate action to ensure Activities and Sessions can be completed or that Service User Action Plan or Activities can be amended.
  - 3.10.5.2. If the agreed outcomes are achieved in less sessions than stated in the

Service User Action Plan, the Delivery Partner should, where this would be beneficial, use any remaining sessions to ensure the Service User will sustain the outcomes.

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# 4. Section 4

## 4.1. Delivery locations

### 4.1.1. Delivery in custody

4.1.1.1. The Custody Delivery Partner shall deliver Services and be based in Mandated Prisons within their Contract Area and it shall provide sufficient staff presence in each prison to meet the needs of that prison and provide the ability to see people when required urgently. Custody Delivery Partner Staff shall deliver Services to the whole prison population including those who are unsentenced and those who will be released to a different Contract Area. Custody Delivery Partner Staff shall deliver housing support to those who are released at short notice from court or custody. The Custody Delivery Partner shall base sufficient Staff in Mandated Prisons in their Contract Area to ensure they can offer timely contact sessions and support and to maximise visibility of the Services and opportunities to engage with other providers, staff and Service Users.

4.1.1.2. The Custody Delivery Partner shall deliver Services either in person or remotely in any additional prisons and Immig in their Contract Area which are not mandated prisons. The Custody Delivery Partner will also provide a meet at the gate service to people released from such prisons.

4.1.1.3. The Custody Delivery Partners will also ensure that the Service User, with the exception of short-sentence/ short-notice releases, meets a member of the Contracted Community Delivery Partner Staff who will be delivering the Services post-release.

4.1.1.4. In addition, the Custody Delivery Partner shall, upon request, provide in-person or remote support to people in other non-mandated prisons in the Contract Area.

### 4.1.1.5. Mandated locations

Region	PPC	Mandated Prison
		Not yet finalised


4.1.2. Delivery in the community

4.1.2.1. The Community Delivery Partner shall provide the Services in locations which can be easily accessed by Service Users in the community, and which will provide opportunities for Service Users to feel safe and at ease. The Delivery Partner shall offer Services in locations which maximise the chances of Service Users attending and engaging and which maximise Service Users' ability to access other useful services at the same time. The Delivery Partner shall seek opportunities to use community hubs and other locations where additional services can be accessed and where costs can be minimised, or to share locations with other relevant services. Contact sessions can be held in informal locations where this is considered helpful for engagement, convenience or skills-building whilst still appropriate in line with the rest of this Delivery Locations section.

4.1.2.2. The Delivery Partner shall:

4.1.2.2.1. Deliver Services within those locations set out in the table below.

4.1.2.2.2. Ensure the delivery locations have the correct conditions of use in line with any applicable Operational Instructions for Service Users to attend the property safely and to minimise risks to the public.

4.1.2.2.3. Ensure that all face-to-face contact sessions or activities are provided in a safe and appropriate setting with all due regard to any risks, requirements and needs of the Service User and the sensitive nature of discussions and Services.

4.1.2.2.4. Ensure environments and locations promote the best engagement and experience for Service Users.

4.1.2.2.5. The Delivery Partner shall have frequent contact with the Funding Partner staff in its probation offices to build relationships and familiarity with the service.

4.1.2.2.6. Delivery locations may be subject to change throughout the contract duration. Any changes to mandated community delivery locations or Mandated Prisons shall follow the change control process and constitute an Operational Change.

4.1.2.3. Where the Funding Partner is able to offer co-location within Funding Partner Premises, the Parties shall review any savings from planned estate costs in line with processes detailed in Schedule XX [Payment Mechanism].



- 4.1.2.4. The Parties shall discuss whether there are Delivery Partner estates where it would be helpful and possible for HMPPS staff to attend either to offer probation appointments to people receiving the Services or to encourage joint working and shall agree locally the operation of any such arrangements.
- 4.1.2.5. The Delivery Partner shall ensure that Services are delivered in all mandatory locations.
- 4.1.2.6. The Delivery Partner does not need to hold a permanent site in every location, but they shall have the ability to deliver the service and thus meet the needs of Service Users in each location.
- 4.1.2.7. Mandated locations

Region	PPC	Mandated Locations
		Not yet finalised



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