



National Offender
Management Service

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

Between

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

Her Majesty's Prison Service

for

HMP Lincoln

Local Establishment Annex 2014-15

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This document is the Local Establishment Annex 2014-15 to the [Region] Regional SLA 2014-17. The Regional SLA, including this Annex, has been agreed between NOMS commissioners and the Deputy Director of Custody and signed by both parties confirming the agreement.

Section 1: Service Overview

From the **Commencement Date**, **HMPS** will deliver offender services as set out in this **SLA** and applicable **NOMS service specifications**. Additional commissioning arrangements with the YJB will be described within the National YJB SLA.

1. Establishment Details

Table 1: Establishment Details	
Establishment name	HMP & YOI Lincoln
Establishment type	Local resettlement
Specialist function	
Security Category / Categories:	Category B or lower/ Young Adults suitable for closed conditions or lower
Annual Operating Price	12,782,686

2. Establishment Population

HMPS shall provide the Operational Capacity and Certified Normal Accommodation (CNA) at the **Establishment**, as recorded in the table below. There is a legal requirement for any variations to Operational Capacity or CNA to be approved through the cell certification process set out in PSI 17/2012 Certified Prisoner Accommodation. Where there is a material difference between the commissioned Operational Capacity and CNA recorded in the table below and the certified levels, the **Notice of Change** process must be followed.

Table 2a: Capacity Specification	
Certified Normal Accommodation	403
Operational Capacity	729

Any restrictions in the establishment's allocation criteria must be recorded in the Population Specification in the table below. Material changes to the Population Specification must be agreed between the **Commissioner** and **HMPS** in advance of the change in population, using the **Notice of Change** process.

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Table 2b: Population Allocation Specification	
Gender:	Male prisoners only
Age:	Adults (21 and over) and Young Adults (18-21)
Security Category:	Category B or lower/ Young Adults suitable for closed conditions or lower
Sentence Status:	Remand and Sentenced prisoners
Sentence Length / Type:	No restrictions 10% unsentenced, 47% resettlement inc YO
Offence Type:	No restrictions
Nationality:	No restrictions

The assumptions of the **Commissioner** regarding the origins of the **Establishment's** population, the estimated numbers comprising each population segment and any specialist function are as recorded in the tables below. Some variance is always to be expected in the Population Assumptions, but where there is a material change between the assumptions recorded in the table below and the actual population held at the **Establishment**, the **Notice of Change** process must be followed.

Table 2c: Population Assumptions – Origin of the Population
<i>HMP & YOI Lincoln is a local prison holding male prisoners aged 18 and over. The population is mainly comprised of remand prisoners and newly sentenced prisoners. This establishment mostly holds prisoners remanded or sentenced by courts in the East Midlands and the East of England regions and receives most of its prisoners from courts in the area, particularly Lincoln and Nottingham.</i>

Table 2d: Population Assumptions – Estimated Background of the Population							
OCTOBER 2014							
	Cat A	Cat B	Cat C	Cat D	Male YO	Other	Total
Prisoners on remand, convicted unsentenced, or sentenced uncategorised	N/A	N/A	N/A	N/A	5	105	110
Prisoners sentenced to less than 12 months	N/A	N/A	95	N/A	5	N/A	100
Determinate prisoners serving 12 months or more but less than 4 years	N/A	40	65	N/A	N/A	N/A	105
Determinate prisoners serving more than 4 years	N/A	N/A	N/A	N/A	N/A	N/A	0
Indeterminate prisoners	N/A	N/A	N/A	N/A	N/A	N/A	0
Determinate and indeterminate Recallees	N/A	N/A	N/A	N/A	N/A	N/A	0
Non-criminals	N/A	N/A	N/A	N/A	N/A	N/A	0
Resettlement	N/A	N/A	291	N/A	51	N/A	342
Discretionary	N/A	N/A	72	N/A	N/A	N/A	72
Total	0	40	523	0	61	105	729
Resettlement	yes	Reset %		40 +7%	Reset No.		291 +51YA
Specialist Function	125 sex offender places						

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SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions	
CI Title & No.	Response to Commissioning Intention
1. Enhance public protection and ensure a safe, decent environment and rehabilitative culture.	
1(a). There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.	<p>Year 1</p> <p>In 2014-15, Lincoln will prioritise offender rehabilitation as core business by promoting a rehabilitative culture by leadership actions and by the introduction of reflective practice by E wing residential staff by means of psychology facilitated professional supervision from 1 April 2014.</p> <p>Year 2</p> <p>Consolidation of all the above and the extension of the reflective practice professional supervision scheme to C wing.</p> <p>Year 3</p> <p>Consolidation of all the above and the extension of the reflective practice professional supervision scheme to A and B wings.</p> <p>See table 6.</p>
1(b). All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and	<p>Year 1</p> <p>HMIP has found that Lincoln staff have positive relationships with prisoners. We do not, however, think these are</p>

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desistance.	<p>of a nature that provides a safe, secure environment that supports rehabilitation. Managers and staff will be helped to understand the factors which impact on reoffending and desistance and how these can be addressed within the prison through the way they behave towards prisoners and others.</p> <p>See table 6.</p>
1 (c). Efforts are made to ensure offenders experience the environment as safe.	<p>Year 1</p> <p>The personal commitment of the Governor and SMT to the enhancement of safety and the transformation of the Safer Custody Department into an Adult Safeguarding Department in partnership with Lincolnshire County Council.</p> <p>See table 6.</p>
1(d). Good quality risk assessments, risk management systems and information-sharing between partner agencies (where relevant) result in the application of appropriate public protection and security measures, and these ensure the needs of victims are appropriately addressed.	<p>HMP Lincoln will comply with the instructions set out in the National Security Framework and the Public Protection Manual. Its Local Security and Public Protection Strategies will be kept up to date in line with current policy.</p>
1(e). Intelligence is gathered, developed and shared in a safe and timely manner.	<p>HMP Lincoln will comply with the instructions set out in the National Security Framework and the Public Protection Manual. Its Local Security and Public Protection Strategies will be kept up to date in line with current policy.</p>
1(f). The availability of drugs and mobile phones in prisons is tackled.	<p>HMP Lincoln will comply with the instructions set out in the National Security Framework and the Public Protection Manual. Its Local Security and Public Protection Strategies will be kept up to date in line with current policy.</p>
1(g). Prisoners are prevented from continuing criminality from within prisons.	<p>HMP Lincoln will comply with the instructions set out in the National Security Framework and the Public Protection Manual. Its Local Security and Public Protection Strategies will be kept up to date in line with current policy.</p>
2. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners.	<p>HMP Lincoln has established a hierarchy of partnership engagement – community, internal prison management, functional and frontline.</p>

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	See table 6.
2(a). There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.	<p>Providers are identified as follows:</p> <ul style="list-style-type: none"> • From national co-commissioning frameworks (eg healthcare and drug providers). The prison is involved in the selection and performance management regime. • VCS: by giving access to the establishment and ensuring that the third sector body has unrestricted access to the Governor at all times (eg Samaritans); by ensuring that third sector organisations working, or hoping in future to work, in the establishment have assurance that they will be strengthened and not damaged by the establishment. HMP Lincoln exercises a policy of stewardship toward all not for profit organisations it works with. • TTG providers: Lincolnshire Action Trust already works within the prison. Currently TTG provision is offered via Lincolnshire Action Trust across a number of pathways ETE, Accommodation, Children and Families (as outlined in 2). In addition the selection of TTG providers will in future come from the TR procurement process. • Other government departments and statutory bodies are identified in conjunction with the LCJB. <p>New and existing ways of working with partners and other providers are agreed, shared and monitored by:</p> <ul style="list-style-type: none"> • Partner agencies working in the prison attend the morning operational briefing each day. • Partner agency leads are all members of the SMT. • Partner agencies have access to the establishment according to their need. This ranges from their own office (eg PIO, Probation, Victim Support RJ Co-ordinator) to facilitated access by a SPOC (e.g. external IoM staff are given access by the prison's own IoM Offender Supervisor). • Partner agency logos are displayed in the Gate to reinforce HMP Lincoln's commitment to partnership. • The Governor's monthly Full Staff Briefing promotes partnership working and the importance of supporting partner agencies in the achievement of their objectives. • The TRP Prime Contractor and Sub Contractor will be part of the SMT and will influence the strategic direction of the prison to create a more rehabilitative culture.

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	<p>Risk will be managed through regular corporate risk register exercises involving partner agencies and including, where appropriate, the corporate risks of those partners and how the prison can mitigate those risks.</p> <p>Partnership agreements will underpin relationships by making them readily accessible to all staff, if necessary by producing simple executive summaries.</p> <p>Existing multi-agency forums will be utilised primarily through the LCJB's oversight of the strategic direction of the prison.</p> <p>How local structures and processes will accommodate additional providers by membership of the SMT and other forums. This will ensure that providers will be integrated to prevent them operating in silos.</p> <p>A shared vision/purpose will be communicated to staff by use of in cell TVs, key messages and logos in the Gate, in Full Staff Briefings, notices and the exhibition of art.</p> <p>Partner agency staff will be invited to prisoner consultation groups, the Equalities meeting and in protected characteristic focus groups.</p> <p>On business planning, all partner agencies have been consulted on the content of this SLA and have endorsed the submitted final draft.</p> <p>On trade union involvement, all unions have been consulted on the content of this SLA and have endorsed the submitted final draft.</p> <p>Cultural change will be necessary because of the out of date attitude of (some) uniformed staff. This change will be achieved by the Governor's meetings with the front line staff of partner agencies working in the prison to ensure that their experience is positive and to give them a voice). These meetings will enable pockets of negativity to be targeted.</p>				
<p>2(b). Facilitate the ongoing operation of mandating day one entry of prison leavers onto the DWP Work Programme and any future changes through the introduction of Universal Credit.</p>	<table border="1"> <thead> <tr> <th data-bbox="750 1134 1420 1198">Activity</th><th data-bbox="1420 1134 2087 1198">Governance arrangements</th></tr> </thead> <tbody> <tr> <td data-bbox="750 1198 1420 1316">DWP staff work in the First Night Centre. There is adequate access to broadband and telephones in order to make referrals.</td><td data-bbox="1420 1198 2087 1316">Weekly Activities meeting</td></tr> </tbody> </table>	Activity	Governance arrangements	DWP staff work in the First Night Centre. There is adequate access to broadband and telephones in order to make referrals.	Weekly Activities meeting
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DWP staff work in the First Night Centre. There is adequate access to broadband and telephones in order to make referrals.	Weekly Activities meeting				

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	Private interview with prisoners are available in induction.	Weekly Activities meeting
	The prison is working in partnership with DWP to extend Virtual Campus to facilitate Universal Credit applications.	Quarterly Cluster OLASS4 meeting and quarterly Quality Improvement Group.
	By April 2014, the establishment will have a Departure Lounge run by Lincolnshire Action Trust. This will mean that prisoners will be reminded and supported to attend work or appointments emphasised to them at the time they walk out of the prison. There will also be through the gave support from mentors for prisoners with specific needs.	Visitors' Centre Project Group
	<p>DWP staff based in HMP Lincoln have access to accommodation suitable for private interviews with prisoners and have adequate access to broadband and telephones to enable them to take advance claims for Jobseeker's Allowance and to make referrals to the Work Programme.</p> <p>The TR transition will require additional resources from the prison and these will be delivered within budget.</p>	
<p>2(c). In England - work together with NHS England and Public Health England in line with the National Partnership and Co-commissioning Agreement to ensure that NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody support both health and justice outcomes and:</p> <ul style="list-style-type: none"> Are informed by an up to date Health Needs Assessment taking account of the reconfiguration of the custodial estate including the creation of Resettlement Prisons 	<p>HMP Lincoln works with NHS England and Public Health England to ensure that NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody support all health and justice outcomes and:</p> <ul style="list-style-type: none"> Are informed by an up to date Health Needs Assessment taking account of the reconfiguration of the custodial estate including the creation of Resettlement Prisons Support sustainable recovery from addiction to drugs and alcohol and improved mental health including dual diagnosis Promote continuity of care from community to custody, between establishments and through the prison gate in partnership with new providers of probation services; <p>See table 6 for development objectives.</p>	

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<ul style="list-style-type: none"> • Support sustainable recovery from addiction to drugs and alcohol and improved mental health including dual diagnosis • Promote continuity of care from community to custody, between establishments and through the prison gate in partnership with new providers of probation services; • Are implemented alongside efforts to reduce the supply of drugs and alcohol into prisons and the diversion of prescribed medication. 	
<p>2(d). In England - Work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves.</p>	<p>Lincolnshire County Council is working in partnership with the prison on a project that will deliver by April 2014 equivalence in adult safeguarding and adult social care in the prison. This project is taking the opportunity offered by the need to plan for the implementation of the Care Bill to align Lincolnshire County Council and HMP Lincoln social care services. Both organisations are conscious of the need to ensure that resources are not diverted from the community.</p> <p>HM Inspectorate has identified that prisoners with safeguarding needs are not having those needs properly addressed in Lincoln. The transformation from safer custody to adult safeguarding will enable an individualised approach to take place in custody and after release.</p> <p>The project will extend existing Safer Custody systems to include Adult Safeguarding. The outcomes will include:</p> <ul style="list-style-type: none"> • The creation of a non-statutory governance structure under the LCC Strategic Safeguarding Adults and Dignity Board. (The Governor is already a member of the Board.) • The creation of a formal memorandum of understanding to deliver the Care Bill [HL] 2013-14 when enacted. The objectives are: <ul style="list-style-type: none"> • To ensure that the level of social care services provided in HMP Lincoln reflects the eligible needs of prisoners.

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	<ul style="list-style-type: none"> • To evaluate how needs are met in the same way as applies in the community. • HMP Lincoln has arrangements for qualified staff to assess prisoners' social care needs on induction. • HMP Lincoln has arrangements in place to ensure the provision of urgent personal care services to individuals with a high level of need, such as the need for assistance with feeding or toileting. • To ensure that resources are not diverted from community provision to the prison. • To ensure that care plans are passed on to community services on release from custody. <p>See table 6 for development objectives.</p>
2(e). In England - Work with local authorities to promote inclusion of, and maximise benefits to, offenders' families.	<p>The evidence base for family intervention is very strong and HMP Lincoln has already forged close links with Lincolnshire County Council's Families Working Together project. An information sharing agreement is in place to facilitate collaboration</p> <p>We are also mindful of our legal obligation under section 11 of the Children Act 2004 to make arrangements for ensuring that his functions are discharged having regard to the need to safeguard and promote the welfare of children.</p> <p>See table 6.</p>
2(f). In England - Continue to improve access to a pathway of new and existing services for offenders with severe personality disorders. Services are primarily targeted at men who present a high risk of serious harm to others and women who present a high risk of committing further violent, sexual or serious criminal damage offences. Services are co-commissioned with NHS England	<p>Full participation in the PD pathway.</p> <p>See table 6.</p>

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<p>Specialised Commissioning to support health and justice outcomes.</p>	
<p>2(g). In England - Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to make prisons places of work and strengthen the focus on employability. Enhance access to mainstream learning and employment services for offenders on return to the community.</p>	<p>Ofsted found (November 2013) that HMP Lincoln had established a clear vision and strategy for learning, skills and work. The prison was found to have made effective use of the quality improvement group and self assessment process to identify performance shortfalls that informed improvement planning.</p> <p>A reducing re-offending strategy includes labour market analysis in resettlement areas and a learning needs analysis of prisoners.</p> <p>Ofsted found (November 2013) that HMP Lincoln that the quality of provision of OLASS was too varied. The range of provision, although limited, was however appropriate.</p> <p>There is close working between the Cluster HOLSE, the Head of reducing Reoffending and other functions in the allocation of learners to classes. But Ofsted found (November 2013) that classroom attendance was too low at 58%.</p> <p>OLASS performance is monitored at the weekly performance meeting.</p> <p>Ofsted found (November 2013) that HMP Lincoln had maintained its good partnership working with employers but had identified that further links were required.</p> <p>HMIP found (November 2013) that HMP Lincoln had good attendance in Induction and that effective assessment took place.</p>
<p>2(h). In England - Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.</p>	<p>HMP Lincoln works directly with local employers:</p> <ul style="list-style-type: none"> • Gelder Group continues to deliver vocational training courses and has a one year SLA with Milton Keynes College. • Initial Facilities provide training in industrial cleaning to both staff and prisoners. • Lincoln Laundry is an important customer including and also has a commitment to employ ex-prisoners. • A successful Employers' Conference, facilitated by the prison and LAT, took place in the prison on 6 November.

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3. Deliver an efficient, quality service.									
3(a). Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.	<div>Targeting factors shown to be related to reducing reoffending and supporting desistance, particularly those listed in Table 1 of the Evidence and Segmentation document.</div> <table><tr><th>Issue</th><th>Intervention</th><th>Targeting</th><th>Governance and review</th></tr><tr><td>Drug misuse</td><td>Detoxification, opiate substitution therapy (for acquisitive opiate addicted offenders), recovery based psycho-social support is offered to maintain abstinence, support relapse prevention and address harm reduction and overdose prevention. 1:1s and group interventions are offered. Complimentary therapies including acupuncture and art therapy are also offered. Addaction provides the service in the prison and the community in Lincolnshire, so links with their external DIP teams are very effective. DIP workers make regular pre-release visits to the</td><td>Prisoners with drug treatment needs are picked up:<ul style="list-style-type: none">• in court cells (the SPARC project).• in reception (the primary health screen).• on Induction (the service is explained and referrals generated from within the SM team).• From sending prisons, where the prisoner is already known to services.• From DIPs/ community agencies when they are aware</td><td>The Addaction manager is a member of the prison SMT and can influence the strategic direction of the prison. The Drug Strategy meeting reviews practice. This is a CQC registered service, with the Service Manager acting as the named CQC registered manager. The</td></tr></table>	Issue	Intervention	Targeting	Governance and review	Drug misuse	Detoxification, opiate substitution therapy (for acquisitive opiate addicted offenders), recovery based psycho-social support is offered to maintain abstinence, support relapse prevention and address harm reduction and overdose prevention. 1:1s and group interventions are offered. Complimentary therapies including acupuncture and art therapy are also offered. Addaction provides the service in the prison and the community in Lincolnshire, so links with their external DIP teams are very effective. DIP workers make regular pre-release visits to the	Prisoners with drug treatment needs are picked up: <ul style="list-style-type: none">• in court cells (the SPARC project).• in reception (the primary health screen).• on Induction (the service is explained and referrals generated from within the SM team).• From sending prisons, where the prisoner is already known to services.• From DIPs/ community agencies when they are aware	The Addaction manager is a member of the prison SMT and can influence the strategic direction of the prison. The Drug Strategy meeting reviews practice. This is a CQC registered service, with the Service Manager acting as the named CQC registered manager. The
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		prison. The Addaction psycho-social support team prioritises pre-release preparation and referrals to community support.	the client has been taken into custody.	Commissioner uses the QAF (quality assessment framework) as the audit tool to monitor quality. Addaction also has its own internal audit processes, which are conducted once per year as a minimum.	
	Alcohol misuse	No intervention offered.			
	Impulsivity /low self control	No intervention offered locally but the early and timely screening of need ensures that those men are then signposted and referred into appropriate treatment programmes such as TSP and Resolve in raining prisons (again prioritised on basis of risk and need).	Oasys assessment and sentence planning by Offender Supervisors for those with sentences of 12 months or more.	The regional offender management meeting will provide a forum to evaluate that prisoners are being transferred to establishments with the appropriate programmes.	
	Attitudes that support crime	Victim-offender conferencing (Restorative Justice) (for violent and acquisitive	A part time Victim Support staff member is now based in the prison to ensure that this service	Victim Support chaired Restorative Justice	

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	<p>offenders with an identifiable victim): comprehensive programme.</p> <p>IGAP: acts as a primer prior to accredited programmes and develop motivation to attend.</p> <p>No intervention offered locally but the early and timely screening of need ensures that those men are then signposted and referred into appropriate treatment programmes such as TSP and Resolve in raining prisons (again prioritised on basis of risk and need).</p> <p>Pro-social modelling by staff – and effective and robust case management from OSs to challenge offence supportive attitudes.</p>	<p>targets appropriate offenders while being victim led.</p> <p>Oasys assessment and sentence planning by Offender Supervisors for those with sentences of 12 months or more.</p> <p>On E wing the introduction of an Enabling Environment during 2014-15 will enable reflective practice to be developed among residential staff.</p>	<p>Programme Board (reporting to the LCJB's Victims and Witnesses Group).</p> <p>E wing project board.</p>
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<p>3(b). Have robust quality assurance processes in place to ensure offender services are (i) delivered as they are intended (i.e. with integrity and as planned and designed) and (ii) that they are effective.</p>	<p>The rehabilitation services in 3(a) above will be evaluated and quality assured by:</p> <ul style="list-style-type: none"> • Acting on recommendations of the HMIP report on the full announced inspection of Lincoln in November 2013. • The requirement to report formally on the effectiveness of the services will be requirements to the 2014-15 SPDRs of the Head of Reducing Re-offending and the Head of Offender Management. • The Restorative Justice Programme Board (reporting to the LCJB's Victims and Witnesses Group) will evaluate the effectiveness of restorative justice. • The E wing project board will report to the PD Pathway and to the Regional Lead Psychologist to ensure that the approach is evidence based and that evaluation will take place to determine whether the approach should be extended incrementally to the rest of the prison. • The Governor is the Regional Offender Management Lead and will ensure that the Regional Offender Management meeting reviews access to accredited offending behaviour programmes in training prisons. • HMP Lincoln's Assurance framework and testing programme will monitor the quality of delivery of offender services within the establishment where the programme applies. • Any additional regime interventions intended to change prisoners' behaviour and which are not validated by an appropriate external body will be subject to PSO 4350 in order to meet the nine criteria covering design, participation and management.
<p>4. Ensure delivery is matched to population, purpose and NOMS outcomes.</p>	
<p>4(a). Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they deliver the greatest outcomes for investment.</p>	<ul style="list-style-type: none"> • Low intensity case management is the core level of service, to enable the following to take place: <ul style="list-style-type: none"> - Assessment - Sentence planning - Referral to rehabilitative services provided under the 'core offer' - Keeping in touch – this should be part of a whole prison approach (Our New Way) so that any contact, e.g. when supervising a wing, is used to check in with offenders and is fed back to the Offender Supervisor. Other approaches might include offering a 'surgery' or drop-in session whereby low risk offenders are offered brief appointments to check on progress.

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- Low intensity case management should be aimed at those with low OGRS scores and is expected to be all a local prison can offer
- **Medium intensity** case management involves one to one supervision, based on a pro-social approach and focuses on:
 - recognising achievement
 - motivation to maintain or make progress
 - reflecting on setbacks and planning for positive change
 - consolidating learning from interventions
 - observing changes in behaviour or attitudes
 - encouraging the offender to own their change
- Medium intensity case management should be aimed at those with medium or high OGRS, OVP or RM2000 scores, and indeterminate sentence prisoners
- **Highest intensity** case management is:
 - As above, with more frequent/longer supervision sessions
 - Active advocating for offenders where they may need help in accessing services to reduce reoffending
- Highest intensity case management are reserved for those with the highest OGRS scores (75+ where resources allow) and ISPs who are approaching a key stage such as tariff date, Parole review, or move to open conditions

Our segmentation data (see table 4(b)) shows that the following segments should be targeted in 2014-15:

- Sex offenders: although only 17% of the prison population, this segment is of particular concern because of the absence of staff awareness of offence paralleling behaviours or indeed of risk in this specialist field. Therefore a transformation of the ethos of E wing will take place in 2014-15.
- Violent offenders: 32% of the population and a significant risk to the public. Therefore there will be focus on mental health intervention (the CPA caseload in Lincoln is lower than would be expected from national data), addressing learning disability, OASys completions and allocation to training prisons with appropriate accredited programmes.

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	<ul style="list-style-type: none"> • ISPs: only 5% of the population but a significant litigation risk and therefore will be prioritised by Offender Supervisors. • High or very high likelihood of re-offending: 55% of the prison population. Hence the prison will focus on the core rehabilitation offer, especially accommodation and preparation for employment. <p>The impact of these will be monitored in the prison through the violence metric, data on use of force and adjudications.</p> <p>The prison will adhere to the policy of Every Contact Matters and this will help deliver key messages about rehabilitation services. More generally, prisoners will receive information on rehabilitation services thorough the induction brochure and the in cell TV information channel.</p>
5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes.	
5(a). Relevant individual needs and characteristics are effectively identified, assessed, and monitored. This information is shared appropriately, proactively and sensitively across the organisation, and with delivery partners.	<p>Relevant individual needs and characteristics are effectively identified, assessed, and monitored by:</p> <ul style="list-style-type: none"> • SPARC assessments and referral in court cells. • Reception interviews. • Reception initial health screen. • Registration clinic (secondary health screen). • Safeguarding assessments. • Offender Supervisor OASys assessments. • Custody plans for prisoners serving less than 12 months. • CPA plans for those with complex mental health needs. <p>Information is shared between agencies, in particular:</p>

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	<ul style="list-style-type: none"> • The prison has a full time offender supervisor in the two Lincolnshire Integrated Offender Management teams. • A community chaplain has been appointed who will co-ordinate mentoring services. • Remand project – funded by Lincolnshire Health and Well Being Board providing accommodation support for remanded prisoners within HMP Lincoln and when released to court and into the community. To be delivered by Lincolnshire Action Trust in partnership with Lincolnshire YMCA • IoM floating support project – funded by Lincolnshire Health and Well Being Board supporting Lincolnshire IOM offenders whilst in custody and on release into the community delivered by Lincolnshire Action Trust • Reach Employability Project – Funded by NOMS ESF delivering ETE support to prisoners and TTG provision to continue support delivered by Lincolnshire Action Trust as part of Leicestershire & Rutland Probation Trust consortium • Children Officer – funded by Children in Need providing support to the children of Prisoners at HMP Lincoln delivered by Lincolnshire Action Trust. • TTG Children & Family Support – funded by DWP ESF & Evan Cornish foundation providing support to released prisoners and their families upon release delivered by Lincolnshire Action Trust. • SPARC project – co-funded by NHS England delivering pre-reception assessment of needs with Lincoln magistrates and Crown Court delivered by Lincolnshire Action Trust <p>The needs of vulnerable prisoners with protected characteristics will be identified and protected through Adult Safeguarding Risk Assessment and case management.</p> <p>See also table 6.</p>
<p>5(b). Information regarding individual needs and characteristics is used to adapt and sequence services to meet individual needs and maximise their benefit, and offenders are supported and encouraged to access</p>	<p>Information regarding individual needs and characteristics is used to adapt and sequence services by:</p> <ul style="list-style-type: none"> • The weekly Activities meeting comprising regime providers, OMU, healthcare and others. • The Quality Improvement Group.

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appropriate services.	<ul style="list-style-type: none"> The Offender Management meeting.
6. Deliver priority national or specialist services	
6(a). Continue to identify, assess and manage extremist offenders by engaging with existing local structures and ensuring that training and awareness is embedded among key staff groups. Ensure referral, where appropriate, to interventions, structured assessment and structured interventions and faith-based programmes according to offender risk and need.	<p>In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Lincoln will ensure delivery in the key thematic areas of intelligence gathering and management, offender management and public protection and interventions and resettlement.</p> <p>The prison will ensure that any recommendation related to the identification, assessment and management of extremist offenders that are identified in year are implemented within reasonable timescales.</p>
6(b). Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable delivery where it does not.	Lincoln prison has driven forward a range of Victim Support led RJ initiatives with the effect that Lincolnshire has, or will shortly have, restorative justice services at every stage in the criminal justice process.
6(c). Ensure the efficient use of prison places through development and implementation of local bail strategies and use of HDC for appropriate.	<p>Year 1</p> <p>We will develop a bail strategy which ensures that we screen and provide bail services to all new remand prisoners, conduct targeted bail information enquiries and communicate effectively with court based bail services staff in accordance with the Bail Services and BASS Specifications. This service will be commissioned from Lincolnshire Action Trust.</p> <p>The service will commence in court cells by means of an extension to the SPARC project.</p> <p>BASS support-only will be considered for those with their own accommodation who could be released with additional support. We will also ensure that BASS is considered as an option when non-BASS HDC placements fail.</p>

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<p>6(d). Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.</p>	<p>HMP inspectors said on 22 November that the number of activity places in the prison was adequate. Partnership working with local employers will continue however:</p> <ul style="list-style-type: none"> • Gelder Group continues to deliver vocational training courses and has a one year SLA with Milton Keynes College. • Initial Facilities provide training in industrial cleaning to both staff and prisoners. • Lincoln Laundry is an important customer including and also has a commitment to employ ex-prisoners. • A successful Employers' Conference, facilitated by the prison and LAT, took place in the prison on 6 November and this will be repeated.
<p>6(e). Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.</p>	<ul style="list-style-type: none"> • HMP Lincoln will adopt the video action plan and has in place SMART plans to deliver milestones and measure success -Transforming the CJS - A strategy and action plan to reform the Criminal Justice System and is published via the MOJ intranet. • HMP Lincoln will confirm and share with partnership CJS and OM agencies local arrangements for booking video facilities, to include, SPOC contact details, functional email and telephone details, availability. • HMP Lincoln will publish video booking arrangements on establishment home page • HMP Lincoln has ensured participation on local court user group is established and maintained. The Governor personally attends these meetings. • HMP Lincoln will develop a local process to ensure video usage is captured recorded and reported via on line VL2 utilisation reporting form-this is currently a requirement and is delivered under existing resources. • HMP Lincoln will facilitating 100% of demand for video hearing from courts subject to operational and technical capacity where demand exceeds capability and Establishments invest in additional VCT PCVL • courts there may be an additional resource commitment. • HMP Lincoln will meeting the agreed benchmarks for utilisation resulting in a reduction of productions to court for eligible hearings.

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Table 4a: Rehabilitation Services

This table should reflect all NOMS Commissioned and NOMS Co-Commissioned services delivered as part of the Core Rehabilitation Offer. It is assumed all the services described below are available to all prisoners with an identified need: therefore targeting information is not applicable to this section. It is understood that these services may change in year as a result of the Through The Gate competition and tendering process. Changes to this table will be managed through existing NoC mechanisms.

Rehabilitation Services in Custody	Name of Service Service Description	Commissioning Arrangements (NOMS Locally, Regionally or Co-Commissioned)
<p>Staff support and encourage prisoners to participate fully in rehabilitation services.</p>	<p>The achievement of a rehabilitative culture in HMP Lincoln will be achieved by prioritising offender rehabilitation as core business by leadership actions and by the introduction of reflective practice by E wing residential staff by means of psychology facilitated professional supervision from 1 April 2014.</p> <p>Screening and assessment activity will commence in court cells and will continue through to induction and the wing. This process, conducted by resettlement workers and set out in the new induction brochure, will reinforce the key message that change is expected to happen.</p> <p>HMP Lincoln will ensure that risk assessment is a continuous and dynamic process. Continuing risk assessment will involve:</p> <ul style="list-style-type: none"> • Accurate, reliable and fair assessment of risk. • Day to day alertness to, and recording of, information relevant to the assessment of risk. • A formal review of that risk whenever indicated by significant further information, or by agency policy, or the demands of the legal process. <p>HMP Lincoln will ensure that Risk Management Plans:</p> <ul style="list-style-type: none"> • Clearly derive from the risk assessment. • Have objectives relevant to the risk factors identified in the risk assessment. • Consider how plans will be reviewed and therefore how ongoing risk assessment will be integrated into risk management. • Will be outcome focused and specific with regard to how risk of serious harm issues will be managed and reduced by the offender, the service and other agencies. • Protect victims/potential victims must be protected as far as possible by the risk assessment and by the risk management planning. 	<p>Locally commissioned</p>

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Prisoners are made aware of their responsibilities in engaging with and accessing services	This is made clear to prisoners through induction and our new induction booklet and on channels 19 and 20 of the in cell TVs.	Locally commissioned
Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement	The achievement of a rehabilitative culture in HMP Lincoln will be achieved by prioritising offender rehabilitation as core business by leadership actions and by the introduction of reflective practice by E wing residential staff by means of psychology facilitated professional supervision from 1 April 2014.	NOMS co-commissioned
Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	Reach Employability Project – Funded by NOMS ESF delivering ETE support to prisoners and TTG provision to continue support delivered by Lincolnshire Action Trust as part of Leicestershire & Rutland Probation Trust consortium SPARC project – co-funded by NHS England delivering pre-reception assessment of needs with Lincoln magistrates and Crown Court delivered by Lincolnshire Action Trust	Locally commissioned Locally co-commissioned with NHS
Prisoners can access services that enable them to manage housing needs created as a result of their custody.	IoM floating support project – funded by Lincolnshire Health and Well Being Board supporting Lincolnshire IOM offenders whilst in custody and on release into the community delivered by Lincolnshire Action Trust	Locally commissioned
Prisoners can access services that enable them to seek settled and suitable housing for release.	IoM floating support project – funded by Lincolnshire Health and Well Being Board supporting Lincolnshire IOM offenders whilst in custody and on release into the community delivered by Lincolnshire Action Trust Remand project – funded by Lincolnshire Health and Well Being Board providing accommodation support for remanded prisoners within HMP Lincoln and when released to court and into the community. To be delivered by Lincolnshire Action Trust in partnership with Lincolnshire YMCA	Locally commissioned
Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	IoM floating support project – funded by Lincolnshire Health and Well Being Board supporting Lincolnshire IOM offenders whilst in custody and on release into the community delivered by Lincolnshire Action Trust Remand project – funded by Lincolnshire Health and Well Being Board providing accommodation support for remanded prisoners within HMP Lincoln and when released to court and into the community. To be delivered by Lincolnshire Action Trust in partnership with Lincolnshire YMCA	Locally commissioned

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Prisoners can access available services which enable them to address their family welfare and family support needs.	<p>Children Officer – funded by Children in Need providing support to the children of Prisoners at HMP Lincoln delivered by Lincolnshire Action Trust.</p> <p>TTG Children & Family Support – funded by DWP ESF & Evan Cornish foundation providing support to released prisoners and their families upon release delivered by Lincolnshire Action Trust.</p>	Locally commissioned
Prisoners have equivalence of access to health services in custody as in the community.	NHS England commissioned healthcare service provided by Lincolnshire Partnership Foundation Trust. (N.B. GUM services in the prison cannot meet the 48 hour waiting time required in the community.)	NHS commissioned
Prisoners can access treatment, services, advice and support around drug and alcohol needs.	<p>HMP Lincoln works with NHS England and Public Health England to ensure that NHS commissioned clinical and non-clinical substance misuse services) in custody</p> <ul style="list-style-type: none"> • Support sustainable recovery from addiction to drugs and alcohol and improved mental health including dual diagnosis • Promote continuity of care from community to custody, between establishments and through the prison gate in partnership with new providers of probation services; 	NHS and County Council co-commissioned
Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.	Prisoners with victim issues can access IAPT and counselling services provided by LPFT.	NHS commissioned
Prisoners who have been sex workers can access services that offer them advice and support.	Prisoners with victim issues can access IAPT and counselling services provided by LPFT.	NHS commissioned

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Table 4b: Rehabilitation Services - Additional Services Offer

Using segmentation and local data sources to target resources where they will deliver the greatest outcomes for investment - this table should reflect the case management activity, risk management activity and rehabilitative services and interventions, delivered within the establishment which are **additional** to the core offer

Segment	Total no. of Prisoners within Segment <ul style="list-style-type: none"> Use the segmentation data tool on the NOMS Performance HUB to get the numerical data you need to populate this column 	Strategic approach to meeting the needs of the segment Title and description of rehabilitative services/interventions and case management activities <ul style="list-style-type: none"> Give the title and a brief description of the case management activities offered to offenders in each segment Give a brief description of the range of rehabilitative services and interventions offered to offenders by segment. Include any accredited programmes on offer. Use the guidance on targeting in Commissioning Intention 4a If a service or intervention is available across more than one segment (for example – TSP may be available to both sex offenders and violent offenders) then state in each applicable box, making clear in the next column the number of completions relating to each segment. 	Indicate whether the service or intervention is commissioned or co-commissioned and the number of offenders who will be able to access the intervention or service annually <ul style="list-style-type: none"> For accredited programmes give the number of completions It is not necessary to record volumes for case management activities
All Offenders – where service targeted by need rather than risk	574	<ul style="list-style-type: none"> OLASS4 Shannon Trust Reading Plan A range of LPFT provided health clinics including smoking cessation. A community chaplain has been appointed who will co-ordinate mentoring services. Remand project – funded by Lincolnshire Health and Well Being Board providing accommodation support for remanded prisoners within HMP Lincoln and when released to court and into the community. To be delivered by Lincolnshire Action Trust in partnership with Lincolnshire YMCA IoM floating support project – funded by Lincolnshire Health and Well Being Board supporting Lincolnshire IOM offenders whilst in custody and on release into the community delivered by Lincolnshire Action Trust Reach Employability Project – Funded by NOMS ESF delivering ETE support to prisoners and TTG provision to continue support delivered by Lincolnshire Action Trust as part of Leicestershire & Rutland Probation Trust consortium 	<p>SFA commissioned</p> <p>Locally commissioned.</p> <p>NHS commissioned</p> <p>Locally commissioned</p> <p>Locally commissioned</p> <p>Locally commissioned</p>

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		<ul style="list-style-type: none"> Children Officer – funded by Children in Need providing support to the children of Prisoners at HMP Lincoln delivered by Lincolnshire Action Trust. TTG Children & Family Support – funded by DWP ESF & Evan Cornish foundation providing support to released prisoners and their families upon release delivered by Lincolnshire Action Trust. SPARC project – co-funded by NHS England delivering pre-reception assessment of needs with Lincoln magistrates and Crown Court delivered by Lincolnshire Action Trust 	<p>Locally commissioned</p> <p>Locally commissioned</p> <p>Locally co-commissioned with the NHS.</p>
Sexual Offenders	<p>All sex offenders: 95.</p> <p>Of whom 36 are low OSP.</p> <p>25 are medium OSP but low OGRS.</p> <p>13 are high or very high OSP but low OGRS.</p> <p>A further 9 are both high or very high OSP and high (50+) OGRS.</p> <p>3 are indeterminate sentence and a further 4 are recalls.</p>	<p>HMP Lincoln will become a programme support site in 2014-15. It will not deliver accredited SOTP but assess and prepare sex offenders for programmes.</p> <p>All sex offenders will be assessed using RM2000 to establish their risk of sexual reconviction, where this has not already been done.</p> <p>Low RM2000: not referred for assessment for SOTP unless they are indeterminate sentence, mandatory or discretionary life sentenced prisoners or are identified to be intellectually disabled (e.g. an IQ between 60 and 80 and adaptive functioning deficits)</p> <p>Medium RM2000 or above and willing to take part in programmes: we will transfer these prisoners as soon as possible to HMP Whatton.</p>	NOMS commissioned
Violent offenders	<p>All violent offenders: 185</p> <p>12 are low OGRS and low OVP.</p> <p>46 are OGRS 25-49 of which 19 are medium OVP 30-59.</p> <p>122 are OGRS 50+ of which 90 have an OVP of medium or above.</p> <p>37 have no recent OASys</p>	<p>We will prioritise violent offenders for early OASys completion and subsequent reviews (as well as sexual offenders, and ensuring OASys is completed for those with no PSR first or shortest time left to serve).</p> <p>We will take OVP into consideration when targeting activities and services for violent offenders.</p>	Locally commissioned

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	<p>101 are within 6 months of their release date</p> <p>26 are serving indeterminate sentences whilst a further 21 are recalls.</p>		
Indeterminate Sentenced Prisoners (ISPs)	<p>31 in total.</p> <p>Of whom 25 are violent, 3 convicted of robbery and a further 2 for sexual offences.</p>	<p>The intensity of case management for ISPs will range from medium to high and will vary over the course of their sentence, with highest levels of intensity to support key events such as preparing for moves to open conditions.</p> <p>The intensity of case management for ISPs will also vary according to the level of risk the offender presents (including risk of reoffending, violence, sex offending etc).</p>	Locally commissioned
Low likelihood of any reconviction OGRS 0-24%	<p>123</p> <p>Of whom 73 are Sex offenders; 25 of these are also low OSP.</p> <p>17 are convicted of violent offences of whom 12 are also low OVP.</p> <p>18 are convicted of drugs offences and a further 15 for robbery, motoring and acquisitive offences.</p> <p>60 are serving a short prison sentence.</p>	<p>Assessment: For 12 months and over sentences, we will assess all offenders using OASys and ensure they have an appropriate sentence plan (and risk management plan as needed). We will prioritise those without a PSR by sentence length / time left to serve and a violent / sexual index offence. For under 12 months we will produce brief custody plans.</p> <p>Low intensity case management: we are supporting staff in understanding their role in engaging positively with prisoners. All prisoners within this OGRS group will access the core offer at table 4a.</p> <p>Risk Management – security considerations and the offenders’ risk of serious harm rating inform decisions relating to the targeting of risk management (regardless of OGRS band).</p> <p>Victim Offender conferencing (RJ) – we will deliver 12 conferences per year for violent and acquisitive offenders where there is a clear victim.</p>	Locally commissioned
Medium likelihood of any reconviction OGRS 25-49%	<p>107</p> <p>9 are sex offenders all of whom are also OSP medium or above.</p> <p>46 are convicted of violent offences, 13 of this group have no recent OASys, and 21 are OVP 30 – 79.</p> <p>18 are convicted for drugs</p>	<p>Assessment: For 12 months and over sentences, we will assess all offenders using OASys and ensure they have an appropriate sentence plan (and risk management plan as needed). We will prioritise those without a PSR by sentence length / time left to serve and a violent / sexual index offence. For under 12 months we will produce brief custody plans.</p> <p>Low intensity case management: we are supporting staff in understanding their role in engaging positively with prisoners. All prisoners within this OGRS group will access the core offer at table 4a.</p> <p>Victim Offender conferencing (RJ) – we will deliver 10 conferences per year for violent and acquisitive offenders where there is a clear victim.</p>	Locally commissioned

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	<p>offences, 12 for acquisitive offences, 13 for robbery and a further 9 for motoring and other offences.</p> <p>15 are serving a short prison sentence.</p>		
<p>High likelihood of any reconviction OGRS 50- 74%</p>	<p>190</p> <p>7 are sex offenders 1 of which also scores as medium on OSP, 4 as high on OSP and 2 as very high on OSP.</p> <p>78 are convicted of violence offences, 6% of this group have no recent OASys, 29% also have an elevated OVP score 30 +.</p> <p>51 are convicted for acquisitive offences, a further 19 for robbery, 16 for drug related and a further 9 for motoring and other offences.</p> <p>33 are serving a short prison sentence.</p>	<p>Assessment: For 12 months and over sentences, we will assess all offenders using OASys and ensure they have an appropriate sentence plan (and risk management plan as needed). We will prioritise those without a PSR by sentence length / time left to serve and a violent / sexual index offence. For under 12 months we will produce brief custody plans.</p> <p>Low intensity case management: we are supporting staff in understanding their role in engaging positively with prisoners. All prisoners within this OGRS group will access the core offer at table 4a.</p> <p>Victim Offender conferencing (RJ) – we will deliver 10 conferences per year for violent and acquisitive offenders where there is a clear victim.</p>	<p>Locally commissioned</p>
<p>Very high likelihood of any reconviction OGRS 75-89%</p>	<p>127</p> <p>41 are convicted of violent offences, of these 9 have no recent OASys, and 32 have an elevated OVP risk 30%+</p> <p>73 are convicted of acquisitive offences; a further 61 for all other offence types</p> <p>30 are serving a short prison sentence</p>	<p>Assessment: For 12 months and over sentences, we will assess all offenders using OASys and ensure they have an appropriate sentence plan (and risk management plan as needed). We will prioritise those without a PSR by sentence length / time left to serve and a violent / sexual index offence. For under 12 months we will produce brief custody plans.</p> <p>Highest Intensity case management: For those cases which we are not retaining in the establishment, the first priority is to ensure that prisoners sentenced to less than 4 years within this group are moved to a prison that can meet their rehabilitation needs. For those offenders remaining at HMP Lincoln, or with time to wait before they are transferred, while remaining at HMP Lincoln they will be offered a higher intensity of case management including longer supervision sessions. We will prioritise those with less than 6 months left to serve, the highest OGRS and OVP groups, and indeterminate sentenced offenders approaching a key stage in their sentence such as a parole hearing.</p>	<p>Locally commissioned</p>

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		<p>Victim Offender conferencing (RJ) – we will deliver 10 conferences per year for violent and acquisitive offenders where there is a clear victim.</p> <p>Also for those with less than 6 months left to serve, and as part of our public protection commitment and risk management measures, we will share intelligence with appropriate external partners in preparation for their release</p>	
Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	<p>27</p> <p>19 of this group are acquisitive offenders</p> <p>14 of this group have less than 6 months left to serve.</p>	<p>Assessment: For 12 months and over sentences, we will assess all offenders using OASys and ensure they have an appropriate sentence plan (and risk management plan as needed). We will prioritise those without a PSR by sentence length / time left to serve and a violent / sexual index offence. For under 12 months we will produce brief custody plans.</p> <p>Highest intensity case management: As all of this group have less than 6 months left to serve, we expect that they will all remain at HMP Lincoln. All of this group will be offered a suitable level of case management including longer supervision sessions where appropriate.</p> <p>Also for this OGRS group, our full time IoM Offender Supervisor will provide access to IoM police and probation colleagues.</p>	Locally commissioned

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Table 5: Accredited Programmes provided in the establishment	
Does this establishment deliver NOMs Commissioned accredited programmes?	No

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Table 6: Development Objective

CI Title & No.	Objective: Describe a SMART objective including what you want to achieve how you will measure your success and key milestones	Does this contribute to a regional objective (yes/no)
The transformation of staff performance and the custodial environment		
1(a), 1(b), 2(f) and 3(b)	<p>HMIP found that Lincoln staff have positive relationships with prisoners. We do not, however, think these are of a nature that provide a safe, secure environment that supports rehabilitation</p> <p>Our assessment from MQPL is that our current strength is that staff's relationship with prisoners is reasonable and civilised: 64.6% of prisoners agreed or strongly agreed with the statement "Most staff address and talk to me in a respectful manner."</p> <p>HMIP Inspectors (November 2013) have also told us that staff are approachable and visible (they are on the landings rather than offices and prisoners are confident that if their personal officer is not on the wing that other staff are approachable).</p> <p>Our assessment from MQPL is that our weaknesses are shown as:</p> <ul style="list-style-type: none"> • Only 34.8% of prisoners agreed or strongly agreed with the statement that "the induction process in this prison helped me to know exactly what to expect in the daily regime and when it would happen." • Only 36.3% of prisoners agreed or strongly agreed with the statement that "This prison encourages me to respect other people." • Only 26.1% of prisoners agreed or strongly agreed with the statement that "I trust the officers in this prison." • Only 29.8% of prisoners agreed or strongly agreed with the statement that "This prison is good at placing trust in prisoners." • Only 27.2% of prisoners agreed or strongly agreed with the statement that "I am treated as a person of value in this prison." 	<p>Yes: "1(a), 1(b). All prisons within region will be required to implement the 'Every Contact Matters' Strategy being developed nationally in order to ensure that staff-prisoner engagement is positive and effective (i.e. through the use of pro-social modelling). Implementation within 6 months of publication of the national strategy."</p> <p>"1(a), 1(d). To both remove the current regional back-log of OASys assessments and improve the quality and timeliness of assessments undertaken throughout 2014-15. The OASys Quality indicator will provide a monthly assessment of quality and the backlog of assessments will be monitored quarterly through the use of completion data provided by the OASys Business Team."</p> <p>"3(b). With the aim of both establishing sustainable</p>

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<p>Managers and staff will be helped to understand the factors which impact on reoffending and desistance and how these can be addressed within the prison through the way they behave towards prisoners and others:</p> <p>This will start with training the SMT in desistance using an academic criminologist.</p> <p>We will ensure that staff embrace the pathways out of re-offending that will mitigate the negative effects of imprisonment by promoting the pathways and the evidence base in Full Staff Briefings, in notices and in the Gate.</p> <p>Staff training: already 75% of prison officers are trained in mental health awareness and we expect to have trained 95% by the end of 2013-14. In 2014-15 we will train 95% of prisoner officers in Knowledge Understanding Framework.</p> <p>The creation of a governance framework with the TRP Prime Contractor and Sub Contractor in which they can drive regime changes and cultural change in the prison. The TRP Prime Contractor and Sub Contractor will be part of the SMT and will influence the strategic direction of the prison to create a rehabilitative culture.</p> <p>In 2014-15, Lincoln will prioritise offender rehabilitation as core business by:</p> <p>Promoting a rehabilitative culture, including:</p> <ul style="list-style-type: none"> • Positive messages on in cell TVs, in the Gate, in Full Staff Briefings, notices and the exhibition of art. These messages will emphasise how positive change happens. The idea will be to take the positive relationship that has been created between the SMT and staff (as identified by HMIP in November 2013) and create a sense of purpose in relation to rehabilitation. Evidence for the way the relationship that staff has with the SMT impacting on the custodial experience of prisoners comes from the Liebling research. • Minimising the backlog of Oasys assessments for those in scope. • Placing key change focussed departments in prestigious locations (eg OMU, LAT). • Staff training in desistance and the promotion of staff rehabilitative achievements. • Improving the prisoners' experience by ensuring that every prisoner will be able to see trees from his cell window. 	<p>performance and ensuring that the region's establishments remain safe, respectable, decent and purposeful environments where prisoners are able to engage in activity and are prepared for release into the community, focus is to be applied to the delivery of HMIP expectations & gaining of positive MQPL inspection outcomes throughout 2014-15, ensuring that action plans are implemented within deadline and an assurance system specific to addressing requirements is in place to enable continual review."</p> <p>"3(b): Assessed through the IA&A Governance & Operational Audit and based on the requirements of the Assurance Framework Test Guide, embed a robust assurance framework by June 2014, to ensure that service specifications and delivery requirements are continually monitored and reviewed, risk is effectively managed and data quality is maintained."</p>
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	<ul style="list-style-type: none"> • Ensuring that the residential wings are attractively painted and maintained demonstrating that we care. • Ensuring that prisoners have clean kit. • Creation of regime of psychology supported reflective practice for prison officers on E wing. • The transformation of E wing into a sex offender Treatment Support Unit. Then from October 2014 the creation of a Pre-PIPE Personality Disorder Unit for 24 sex offenders. • The creation of a broad Enabling Environment in E wing by means of a regime of psychological supervision for wing staff. If successful this will be extended to other wings over the next 4 years. • The creation of relevant content on the Virtual Campus (eg DWP's universal job search) by means of a local Lincolnshire Action Trust VC Champion. NB Ministers have endorsed VC but the content is deficient. • Introduce Arts Fridays by marginally extending the work profile of the Visits Group to deliver an intervention pathway available for NHS therapists, CSU GOOD reviewers and E wing to refer hard to reach PD offenders with serious behavioural problems and sex offenders not ready for group work. The Arts Fridays project will be part funded by external providers and will include drama, yoga, reading groups and music therapy. <p>Information from MQPL shows that 64.6% of Lincoln prisoners strongly agreed or agreed with the statement that "most staff address and talk to me in a respectful manner."</p> <p>The nature of staff interaction with prisoners will be improved by the introduction of reflective practice by E wing residential staff by means of psychology facilitated professional supervision from 1 April 2014. This regime will be introduced on other wings from 2015-16. This project will be independently evaluated and will culminate in registration as an Enabling Environment.</p> <p>Screening and assessment activity will commence in court cells and will continue in induction. This process, conducted by resettlement workers and set out in the new induction brochure, will reinforce the key message that change is expected to happen.</p> <p>Preparation for the TRP Prime Contractor and Sub Contractor by ensuring that the prison responds quickly to information requirements and office accommodation and delivers an effective communication strategy about their work.</p>	
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	Working effectively in partnership with new providers, to ensure that progress made through services is identified and maintained, and that prisoners maximise the benefit of services by practicing new skills and applying new knowledge. And to ensure a rehabilitative culture is maintained and that the range of desistance factors are addressed (DN – note dependency/read across to CI 2a and responses should reflect recognition of this]	
The transition from safer custody to adult safeguarding		
1(c)	<p>The personal commitment of the Governor and SMT to the enhancement of safety by positive messages in the Gate, in Full Staff Briefings, notices and the exhibition of art. These messages will emphasise the significance of safety.</p> <p>The outcome of the November 2013 HMIP inspection shows the progress that has been made in improving safety since August 2012. We will use the Inspection action plan to drive forward further improvement, in particular to ensure that everyone in the prison takes responsibility for creating safety.</p> <p>The transformation of the Safer Custody Department into an Adult Safeguarding Department in partnership with Lincolnshire County Council.</p> <p>Regular focus groups covering mainstream prisoners and all the protected characteristics to give prisoners a voice. The output of these focus groups to be discussed and acted upon by the SMT.</p> <p>Giving a voice to families so that they can influence the prison and enhance the safety of their loved ones by the creation of a visitors' forum.</p> <p>Wednesday 8.00am performance meeting discusses every act of violence in the past week and the follow up, and the recorded data.</p> <p>Safer Custody meeting to be attended by functional heads and analyses data and trends.</p> <p>Use of force meeting chaired by the Deputy Governor analyses trends and the appropriateness of force.</p> <p>Hot and cold debriefs review lessons to be learned from serious incidents.</p> <p>Produce an integrated court-reception-first-night-induction experience by extending SPARC through the</p>	Yes: "1(c): Develop a Regional Negotiator Strategy to meet the needs of establishments, to ensure that negotiators are deployed as quickly as possible to all incidents. This strategy will ensure consistency of approach and will aim to develop the skills and experiences of negotiators. Regional strategy to be agreed and implementation to commence within establishments by 1 October 2014."

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	<p>reception and first night process.</p> <p>We are developing a local Crime and Security Act 2010 partnership policy which supports our shared efforts to eliminate crime committed in custody. There is also a very effective relationship with the two Lincolnshire Integrated Offender Management teams.</p> <p>The Care Bill provides that the local authority must meet the eligible needs of prisoners in its area. Those needs will be described in regulations. Lincolnshire County Council has appointed a member of staff to provide training and support to HMP Lincoln in adult safeguarding and adult social care. The Prison Development Group, led by the Council and including Public Health and Lincolnshire Partnership Foundation Trust, is overseeing the transition to the new arrangements.</p> <p>The objectives of this collaboration are:</p> <ul style="list-style-type: none"> • To ensure that the level of social care services provided in HMP Lincoln reflects the eligible needs of prisoners. • To evaluate how needs are met is the same as that which applies in the community. • HMP Lincoln has arrangements for qualified staff to assess prisoners' social care needs on induction. • HMP Lincoln has arrangements in place to ensure the provision of urgent personal care services to individuals with a high level of need, such as the need for assistance with feeding or toileting. 	
The transformation of partnership working and accountability		
2(a), 2(c), 2(d), 2(e), 2(h), 3(a), 3(b), 4(b), 5(a), 5(b), 6(b), 6(c) and 6(e).	<p>HMP Lincoln will have a hierarchy of partnership working:</p> <p>Community</p> <ul style="list-style-type: none"> • The community itself will be directly involved through engagement with neighbourhood watch committees which visit the prison and are provided with the means of influencing the strategic direction of the prison. • There will be a close working relationship between the Governor and local political leaders and the Police and Crime Commissioner for Lincolnshire. 	<p>Yes: "3(b). With the aim of both establishing sustainable performance and ensuring that the region's establishments remain safe, respectable, decent and purposeful environments where prisoners are able to engage in activity and are prepared for release into the community, focus is to be applied to the delivery of HMIP expectations & gaining of</p>

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	<ul style="list-style-type: none"> • A Prison Development Group has been established with Lincolnshire County Council. It is led by the Leader of the Council and the Police and Crime Commissioner also attends. This innovative project is driving forward a number of initiatives including public health, adult safeguarding, library development and training. • The Governor is deputy chair of the Local Criminal Justice Board, chair of the LCJB Victims and Witnesses Group, a member of the LCJB Continuous Improvement Group, a member of the Reducing Reoffending Board, a member of the Lincolnshire County Council Public Protection Board, a member of the Resident Judge's Court User Group and chairs the Lincolnshire MAPPA SMB. • HMP Lincoln supports and works with the LCJB co-ordinator. • SMT members are members of the LCJB's Restorative Justice Project Group and Victim Support's RJ co-ordinator is located in the prison. • The prison will commit a full time offender supervisor to the two Lincolnshire Integrated Offender Management teams. • The prison will always be represented in person on MAPP 3 Panels rather than sending reports. • The prison has a partnership with Lincolnshire Probation Trust for community payback work on recycling and other activities in buildings next to the Maintenance Department. • The Governor sits on the Health Partnership Board and is on the Board of Governance of Lincolnshire Partnership Foundation Trust. • A community chaplain has been appointed who will co-ordinate mentoring services. • Remand project – funded by Lincolnshire Health and Well Being Board providing accommodation support for remanded prisoners within HMP Lincoln and when released to court and into the community. To be delivered by Lincolnshire Action Trust in partnership with Lincolnshire YMCA • IoM floating support project – funded by Lincolnshire Health and Well Being Board supporting Lincolnshire IOM offenders whilst in custody and on release into the community delivered by Lincolnshire Action Trust 	<p>positive MQPL inspection outcomes throughout 2014-15, ensuring that action plans are implemented within deadline and an assurance system specific to addressing requirements is in place to enable continual review.”</p> <p>“4(b): “Assisted through the delivery of actions established at regional reconfiguration briefings, implement a strategy to manage the population transition, ensuring that establishments are in a positive position to adopt ‘Through the Gate’ services expected by October 2014 and through the delivery of a needs analysis, that resources are aligned with need.”</p>
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	<ul style="list-style-type: none"> • Reach Employability Project – Funded by NOMS ESF delivering ETE support to prisoners and TTG provision to continue support delivered by Lincolnshire Action Trust as part of Leicestershire & Rutland Probation Trust consortium • Children Officer – funded by Children in Need providing support to the children of Prisoners at HMP Lincoln delivered by Lincolnshire Action Trust. • TTG Children & Family Support – funded by DWP ESF & Evan Cornish foundation providing support to released prisoners and their families upon release delivered by Lincolnshire Action Trust. • SPARC project – co-funded by NHS England delivering pre-reception assessment of needs with Lincoln magistrates and Crown Court delivered by Lincolnshire Action Trust <p>Internal</p> <ul style="list-style-type: none"> • We will maximise investment of all partners and providers delivering services for offenders in HMP Lincoln and maximise outcomes for offenders by ensuring they experience a seamless and joined up service. By September 2014 we will review who we work with and how we work with them and ensure that all contracts and service level agreements demonstrate how each service fits within the overall strategic context of the establishment. This review will include all statutory and non statutory, existing and new partners and providers (including by anticipating any changes as a result of Through the Gate). • We will develop a plan which describes how, by 31 March 2015 we will deliver: <ul style="list-style-type: none"> ○ A clear shared strategic vision for how services align to maximise outcomes and create an integrated, seamless offender management service (including a shared understanding of outcomes and priorities). ○ A clear agreed plan of how services sequence and compliment each other, providing continuity of services to offenders both within and across prisons (facilitating the needs of all providers and contractual partners to allow them to effectively deliver). ○ Leadership that actively enables and integrates services, where partnership working arrangements improve performance and aid resolution 	
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	<p>of issues.</p> <ul style="list-style-type: none"> ○ An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others ○ Agreements on how to use and share data and information safely, <ul style="list-style-type: none"> • All partner agency leads working in the prison are on the SMT and progress will be monitored against the plan at monthly SMT meetings and at a regional level with the DDC. • Partner agencies working in the prison attend the morning operational briefing each day. • The TRP Prime Contractor and Sub Contractor will be part of the SMT and will influence the strategic direction of the prison to create a more rehabilitative culture. • Partner agencies will have access to the establishment according to their need. This ranges from their own office (eg PIO, Probation, Victim Support RJ Co-ordinator) to facilitated access by a SPOC(eg external IoM staff are given access by the prison's own IoM Offender Supervisor). • Partner agency logos will be displayed in the Gate to reinforce HMP Lincoln's commitment to partnership. <p>Functional</p> <ul style="list-style-type: none"> • Partner agencies will be members of functional working groups including the Security Committee, Safer Custody, Equalities, Activity Allocation, QIG and Reducing Re-offending. <p>Front line</p> <ul style="list-style-type: none"> • The Governor will have meetings with the front line staff of partner agencies working in the prison to ensure that their experience is positive and to give them a voice). <p>In terms of business planning, this SLA will be presented in draft on 05.12.13 to the Prison Development Group and on 13.12.13 to the Lincolnshire Local Criminal Justice Board. The submitted draft therefore has the endorsement and support of all partner agencies.</p>	
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	<p>The purpose of all partnerships will be:</p> <ul style="list-style-type: none">• To support partners in delivering their own outcomes.• To encourage partners to influence the strategic direction of the prison and to promote innovation.• Positively to influence the lives of prisoners and their families. <p>Policies, procedures and communication channels that will need to change to incorporate additional providers:</p> <ul style="list-style-type: none">• More flexible and responsive induction and security talks.• Speedier allocation of keys. <p>HMP Lincoln has fostered close working relationships with the NHS England Local Area Team and Lincolnshire County Council Public Health commissioners. This means:</p> <ul style="list-style-type: none">• The existing healthcare needs assessment has been revised. This will need to be revisited as the population of the prison changes to reflect the demographic profile of the packet area.• Close collaboration in the commissioning and performance management of the core healthcare contract. The invitation to tender for renewal of this contract has just been issued. The NHS England Local Area Team and the prison are working together on this contracting process.• Close collaboration in the commissioning and performance management of the drug services contract. This contract was [recently] awarded to Addaction.• The joint local commissioning of the SPARC service in Lincoln magistrates' court and Lincoln Crown Court and the facilitation of contact with health services at the earliest stage of the custodial service.• The promotion of positive health outcomes in accordance with a community agenda through the appointment of a public health staff member to work with the prison. <p>This includes the continued development and implementation of Local Delivery Agreements which must take into consideration the future role of Community Rehabilitation Companies in supporting rehabilitation outcomes</p>	
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	<p>and continuity of care through the prison gate.</p> <p>HMP Lincoln's Security Department works closely with the main healthcare provider and Addaction through a Drug and Therapeutic Committee. The purpose of this is to align activity to promote recovery from addiction with efforts to reduce the supply of drugs and alcohol into prisons and the diversion of prescribed medication through appropriately sharing of information and intelligence.</p> <p>Continuity of care from community to custody and then from custody to community is achieved in the following ways:</p> <ul style="list-style-type: none"> • From community to custody the SPARC service, the initial health screen and the registration clinic establish links with any current engagement that the prisoner has with general health and mental health services. • From custody to community, the discharge clinic reinforces the importance of registration with the prisoner's GP in his home area. <p>The Care Bill provides that the local authority must meet the eligible needs of prisoners in its area. Those needs will be described in regulations. Lincolnshire County Council has appointed a member of staff to provide training and support to HMP Lincoln in adult safeguarding and adult social care. The Prison Development Group, led by the Council and including Public Health and Lincolnshire Partnership Foundation Trust, is overseeing the transition to the new arrangements.</p> <p>The objectives of this collaboration are:</p> <ul style="list-style-type: none"> • To ensure that the level of social care services provided in HMP Lincoln reflects the eligible needs of prisoners. • To evaluate how needs are met is the same as that which applies in the community. • HMP Lincoln has arrangements for qualified staff to assess prisoners' social care needs on induction. • HMP Lincoln has arrangements in place to ensure the provision of urgent personal care services to individuals with a high level of need, such as the need for assistance with feeding or toileting. <p>Key Delivery Milestones 2014/15</p>	
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	<ul style="list-style-type: none"> ▪ Quarter 1: The governor has already approached Lincolnshire County Council and is developing a joint action plan to prepare for April 2015. The Lincolnshire County Council leads the Prison Development Group and has a presence on the Prison Health Partnership Board to ensure an integrated approach to health and social care. ▪ Quarter 2: A joint action plan is in place to prepare for April 2015 and implementation has commenced. The action plan considers the requirement for: needs assessment; information sharing agreements and local referral protocols for individuals with a high level of need; the physical environment for service delivery; the role of the prison in informing the design of any local authority service specifications. ▪ Quarter 3/4: The joint action plan is implemented to prepare for April 2015. Each prison has suitably robust arrangements in place with the LA to ensure that social care needs assessment can be routinely undertaken and that social care services, equivalent to those in the community, can be accessed by prisoners who are eligible for such services. <p>The transformation of the Safer Custody Department into an Adult Safeguarding Department in partnership with Lincolnshire County Council.</p> <p>The Care Bill provides that the local authority must meet the eligible needs of prisoners in its area. Those needs will be described in regulations. Lincolnshire County Council has appointed a member of staff to provide training and support to HMP Lincoln in adult safeguarding and adult social care. The Prison Development Group, led by the Council and including Public Health and Lincolnshire Partnership Foundation Trust, is overseeing the transition to the new arrangements.</p> <p>The objectives of this collaboration are:</p> <ul style="list-style-type: none"> • To ensure that the level of social care services provided in HMP Lincoln reflects the eligible needs of prisoners. • To evaluate how needs are met is the same as that which applies in the community. • HMP Lincoln has arrangements for qualified staff to assess prisoners' social care needs on induction. • HMP Lincoln has arrangements in place to ensure the provision of urgent personal care services to individuals with a high level of need, such as the need for assistance with feeding or toileting. <p>The evidence base for family intervention is very strong and HMP Lincoln has already forged close links with</p>	
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	<p>Lincolnshire County Council's Families Working Together project. An information sharing agreement is in place to facilitate collaboration</p> <p>The Governor is also mindful of his legal obligation under section 11 of the Children Act 2004 to make arrangements for ensuring that his functions are discharged having regard to the need to safeguard and promote the welfare of children. He has made a commitment to promote the wellbeing of children of prisoners.</p> <p>In year 1 HMP Lincoln will:</p> <ul style="list-style-type: none"> • Appoint a full time family visits co-ordinator to be a single point of contact for Families Working Together. • Hold 12 family visits days by extending the visits profile. • Contract to Lincolnshire Action Trust the staffing of a visitors' centre service that will support families and signpost family members into services. The visitors' centre service will provide a drop in service for families before and after visits. • Continue, through the SPARC service to act to safeguard the children of prisoners newly sentenced to custody in Lincolnshire magistrates' courts and Lincoln Crown Court. • Share information with Families Working Together when family members are received into the prison. • Facilitate access to prisoners by the 40 Families Working Together key workers. • Use the Departure Lounge to support the re-entry of prisoners into the family. • Involve family members in sentence plans. <p>Extend SPARC service to all courts in Lincolnshire</p> <p>Introduce a Departure Lounge run by LAT for the discharge of all prisoners at the end of their sentence. This will be located in the visitors' centre and will provide a caring environment for families waiting for their loved ones, an appropriate location for mentors to meet their mentees and a place for final briefing and check on wellbeing for the discharged prisoner.</p>	
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	<p>HMP Lincoln will improve the assessment of individual needs and characteristics (including LD):</p> <ul style="list-style-type: none">• By extending the SPARC service in court cells through to Reception and First Night Centre.• By extending the healthcare registration clinic to include LD assessment• In OLASS induction, to include LD assessment.• The transformation of the safer custody department into an adult safeguarding department. <p>Information sharing agreements will be in place with all partner agencies working with offenders in the prison.</p> <p>HMP Lincoln will monitor individual needs and characteristics (including LD) in OLASS continuing delivery of services, in healthcare clinics and in the review of care plans by wing staff coordinated by the Adult Safeguarding Department.</p> <p>HMP Lincoln will follow the policy of adapting regime provision to the needs of the person concerned where it is practical and reasonable to do so.</p> <p>HMP Lincoln will hold regular focus groups with all the protected characteristic prisoners (or representative groups) to check on the delivery of appropriate adaptations of service.</p> <p>HMP Lincoln will support and encourage all offenders to access appropriate services, recognising the different barriers to engagement that may arise directly from factors such as race, sexuality, age, disability, intellectual functioning, mental health difficulties etc. This will include arrangements to support transitions into appropriate mainstream services using community services advice from Lincolnshire County Council and supporting staff in recognising barriers, in aim of building capability and improving outcomes for offenders.</p> <p>The HMP Lincoln Safer Custody Team will become an Adult Safeguarding Team with support from Lincolnshire County Council. This group will ensure that Education, Health, Chaplaincy, VSCE and any other relevant partner agencies, and all other services, all work together to identify and respond to individual needs and characteristics.</p> <p>The sequencing of activities will be the responsibility of the weekly Activities Meeting and this will ensure that individual needs are met. A range of communication methods will ensure that LD prisoners can access the regime.</p>	
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	<p>Lincoln prison has driven forward a range of Victim Support led Restorative Justice initiatives with the effect that Lincolnshire has, or will shortly have, restorative justice services at every stage in the criminal justice process:</p> <ul style="list-style-type: none"> • Working with partners on the Victims and Witnesses Group, Lincolnshire police have successfully recruited two RJ co-ordinators to support the development of front line police RJ outcomes and the extension of community justice panels. • The Governor has secured the agreement of the Resident Judge for a new pre-sentence RJ project in Lincoln Crown Court. • Again as part of the work of the Victims and Witnesses Group, the Governor has secured the agreement of Lincolnshire Probation Trust to introduce RJ as a condition of a community order. • The Victim Support led prison RJ project is delivering full face to face RJ conferences in the prison. A VS employed facilitator is based in the prison. We expect to hold monthly conferences in 2014-15. <p>Extend the LAT resettlement contract to cover bail advice from court cells through to induction.</p> <p>For prison-court video links:</p> <p>Year 1</p> <ul style="list-style-type: none"> • HMP Lincoln will adopt the video action plan and has in place SMART plans to deliver milestones and measure success -Transforming the CJS - A strategy and action plan to reform the Criminal Justice System and is published via the MOJ intranet. • HMP Lincoln will confirm and share with partnership CJS and OM agencies local arrangements for booking video facilities, to include, SPOC contact details, functional email and telephone details, availability. • HMP Lincoln will publish video booking arrangements on establishment home page • HMP Lincoln has ensured participation on local court user group is established and maintained. The Governor personally attends these meetings. 	
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	<ul style="list-style-type: none">• HMP Lincoln will develop a local process to ensure video usage is captured recorded and reported via on line VL2 utilisation reporting form-this is currently a requirement and is delivered under existing resources.• HMP Lincoln will facilitating 100% of demand for video hearing from courts subject to operational and technical capacity where demand exceeds capability and Establishments invest in additional VCT PCVL courts there may be an additional resource commitment.• HMP Lincoln will meeting the agreed benchmarks for utilisation resulting in a reduction of productions to court for eligible hearings.• HMP Lincoln will also introduce phone calls to clients in prison instead of visiting for legal and professional partner agencies who do not need the security of PCVL technology and will also further develop appropriate IT solutions to facilitate contact between solicitors and clients at the lowest possible cost to solicitors.	
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Table 7a: Mandatory Service specifications applicable under this Local Annex

The following specifications are mandatory for all establishments.
For the full list of NOMS Service Specifications, please refer to the Ministry of Justice website:
<http://www.justice.gov.uk/about/noms/noms-directory-of-services-and-specifications.htm>

	Service Specification	Implementation detail	Notes
1	Early Days & Discharge – First Night in Custody	Existing service specification which remains in force	
2	Early Days & Discharge – Induction to Custody	Existing service specification which remains in force	
3	Early Days & Discharge – Reception In	Existing service specification which remains in force	
4	Early Days & Discharge – Discharge	Existing service specification which remains in force	
5	Cell and Area Searching	Existing service specification which remains in force	
6	Catering	Existing service specification which remains in force	
7	Visits – Services for Visitors	Existing service specification which remains in force	
8	Visits – Visits Booking	Existing service specification which remains in force	
9	Visits – Conduct Visits	Existing service specification which remains in force	
10	Prisoner Property Services	Existing service specification which remains in force	
11	POSOE – Communication & Control Rooms	Existing service specification which remains in force	
12	POSOE – Gate Services	Existing service specification which remains in force	
13	POSOE – Internal Prisoner Movements	Existing service specification which remains in force	
14	Residential Services	Existing service specification which remains in force	
15	Nights	Existing service specification which remains in force	
16	Prisoner Discipline and Segregation – Prisoner Discipline Procedures	Existing service specification which remains in force	
17	Prisoner Discipline and Segregation – Segregation of Prisoners	Existing service specification which remains in force	
18	Immigration, Repatriation and Removal Services	Existing service specification which remains in force	
19	Faith and Pastoral Care for Prisoners	Existing service specification which remains in force	
20	Physical Education	Existing service specification which remains in force	
21	Mandatory Drug Testing	Existing service specification which remains in force	
22	Prisoner Communications Services	Existing service specification which remains in force	
23	Management of Prisoners at Risk of Harm to Self or Others	Existing service specification which remains in force	
24	Security Management	Existing service specification which remains in force	
25	Activity Allocation	Existing service specification which remains in force	
26	External Movements and Appearances	Existing service specification which remains in force	

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27	Manage Prisoner Finance	Existing service specification which remains in force	
28	Prisoner Retail	Existing service specification which remains in force	
29	Enablers of national co-commissioned services in prisons	Existing service specification which remains in force	
30	Processing and Resolution of Prisoner Complaints	Existing service specification which remains in force	
31	Manage the Custodial Sentence - Categorisation & Allocation for Custody	Existing service specification which remains in force	
32	Manage the Custodial Sentence - Manage the Sentence Pre & Post Release from Custody	Remains in force until all outputs in new specification (Manage the Custodial and Post Release Periods) go live	
33	Manage the Custodial & Post Release Periods ⁺	Some provisions go live April/May 2014, others from contract award	Outputs 22, 22a and 23 (relating to the new risk escalation process), output 8 (which covers the resettlement needs screening of prisoners and for remand prisoners was previously an output in the Rehabilitation in Custody Specification) and outputs 53/54 (jurisdiction is transferred in/out) will go live April/May 2014. The remainder of the specification will go live at the date of CRC contract award.
34	Rehabilitation Services - In custody	Go live April/May 2014	
35	Bail Accommodation Services (BASS)	Go live April/May 2014	
36	Prisoner Employment, Training & Skills	Existing service specification which remains in force	

⁺ Note: 'Manage the Custodial & Post Release Periods' will replace 'Manage the custodial sentence - Manage the sentence pre & post release from custody', once new legislation in force and CRC contracts awarded.

Table 7b: Service specifications applicable under this Local Annex

For the following specifications, indicate which are applicable to the establishment by confirming Yes or No

37	Specialist Units (HSE)	No	Existing service specification which remains in force
38	Bail Services	Yes	Go live April/May 2014
39	Deliver Accredited Programmes	No	Go live April/May 2014
40	Mother & Baby Unit	No	Existing service specification which remains in force
41	Deliver Victim Offender Conferencing (Restorative Justice)	No	Go live April/May 2014

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Table 7c: Service Options, above the national minimum		
(which are commissioned under this SLA)		
Service specification	Output(s) commissioned	Service Option Commissioned [YES / NO]
Cell & Area Searching	A risk assessed programme of routine area searching is agreed, documented and completed correctly.	Yes
Cell & Area Searching	Assurance is sought through a risk assessed programme of covert testing. Non HSE	Yes
Early Days & Discharge - First Night in Custody	One-to-one welfare support is provided within courts/custody suites to address immediate needs of the prisoner.	Yes
Visits - Conduct Visits	There are facilities for children to participate in supervised play whilst visiting a prisoner	Yes
Visits - Services for Visitors	Visitors are able to purchase snacks and hot/cold drinks prior to the visits period.	Yes
Visits - Services for Visitors	Visitors are able to purchase a meal and hot/cold drinks prior to the visits period.	No
Visits - Services for Visitors	Private meetings can be facilitated between visitors and Partner Agencies.	Yes
Visits - Services for Visitors	There are facilities for children to play whilst waiting to visit a prisoner.	No
Visits - Services for Visitors	Visitors receive information through a variety of media regarding relevant support services.	Yes
Visits - Services for Visitors	A Family Support Worker is available to support families.	Yes
Faith and Pastoral Care	Prisoners have access to a Resettlement Chaplaincy Scheme.	Yes
Mandatory Drug Testing	Prisoners found guilty of misuse of Class B and/or Class C drugs or who frequently refuse to comply with MDT testing may be subject to a Frequent Testing Programme.	Yes
Mandatory Drug Testing	Prisoners may be subject to Reception testing.	No
Prisoner Employment, Training & Skills	Prisoners have the opportunity to gain industry recognised and accredited qualifications through employment, training and skills according to risk and need.	Yes
Prisoner Employment, Training & Skills	Qualifications gained are aligned with market needs and within the Qualifications and Credit Framework	Yes
Deliver Accredited Programmes	Competent staff are contributed to the national training provision as agreed by the commissioner. Output wording subject to revision	No

Table 7d: Agreed delivery hours for specified services			
Service Specification	Output	Agreed hours	Rationale (where hours are agreed above the minimum set within specifications)
Residential Services	Daily time in open air [minimum 30 minutes] (row 21 of the specification)	0.5 hours daily	
Physical Education	Minimum number of PE Hours [per week] (row 1 of the specification) (as calculated using the SBC published spreadsheet product)	2.5 hours weekly	

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8. Activity Places (Work and Prison Services)

Table 8a: Agreed Activity Allocation places

Table 8a: CU095a (Hours Worked in Industry) activity places allocation

The content of this table 8a removes the need for an establishment to complete a separate Annual Capacity Forecast (ACF) by documenting the workshop activity details and predicted outputs.

INDUSTRIES (ONE3ONE)										
INDUSTRY SERVICE CODE	WORKSHOP NAME	Maximum number of prisoner places per activity (planned per week total for 2014-15)	TOTAL STAFF NUMBERS	CORE HOURS PER WEEK	Annual Internal Soft Charged Sales Predictions	Annual Internal Hard Charged Sales Predictions	Annual External Sales Predictions	Annual Internal Soft Charged Materials Predictions	Annual Internal Hard Charged Materials Predictions	Annual External Materials Predictions
Industries - Laundry	Laundry	40	2	26.25	£230000	£0	£4000	£8500	£0	£1000
Industries - Land Based Activities	Farms & Gardens	6	1	26.25	£0	£0	£0		£0	£0
Industries - Textiles	Tailors	40	2	26.25	£0	£265000	£0		£251750	£0
Industries - Textiles	Textiles 1	40	2	26.25	£0	£260000	£0		£247000	£0
Industries - Textiles	Multiskills - Textiles - CAD - Signs	35	2	26.25	£30000	£115000	£3000	£24000	£109250	£0
Industries - Textiles	Cutting Workshop	15	1	26.25	£0	£0	£0			£0
Total		176	10	157.5	£260000	£640000	£7000	£32500	£608000	£1000

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Table 8b: Services (not industries)

Table 8b CU095b (Hours Worked in Services) – this should contain services that are measured under this specific metric			
Activity Service Code	Service Description	Maximum number of prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
HU1 Wing Activities			
HU2 Wing Activities			
HU3 Wing Activities			
HU4 Wing Activities			
HU5 Wing Activities			
HU6 Wing Activities			
Kitchen	Kitchen workers	20	26.25
Cleaning	Orderlies	12	26.25
Recycling Activity	Domestic Party	6	26.25
Weekend Activity			
Works Department			
Wing Cleaning	Wing Cleaners, Served Workers and Wing Laundry	98	26.25
Other Occupations			
Sub total		136	105

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Table 8c- other permanent activity places

This will include other permanent weekly activities including OLASS activity places, ROTL places

Table 8c: Other Activities			
This should contain activities that are not in scope of either CU095a (Hours Worked in Industry) or CU095b (Hours Worked in Services) metrics.			
Activity Service Code	Activity Description	Maximum number of FTE prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
Basic Key Skills up to level 2			
Core Education Classes			
Education Induction Assessment	BKSB Electronic and Paper-based Initial Assessment and IAG with reference to educational needs	8	26.25
Education leading to accreditation	All education courses are accredited	85	26.25
PE Leading to QCA Qualifications	PE NVQ	16	26.25
Skills training leading to Accreditation	Gelders Academy	36	26.25
ROTL		0	
Prison Induction Courses/Interviews			
Other			
Sub total		121	105
Table 8 Total		433	367.5

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Section 3: Regime Outline

The master record of the establishment's regime is on the NOMS Performance Hub and is subject to appropriate governance and change control. This table will document a "snapshot" of the agreed regime set following negotiations between HMPS and the Commissioner and effective at the commencement date of the SLA.

Guidance and Technical Notes relating to the Commissioned Regime Return will be available on the NOMS Performance Hub.

Out of cell session time summary by day

Day	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
Mon	3h 50m	1h 52m	0h 30m	0h 45m	0h 41m	7h 39m
Tue	3h 50m	1h 52m	0h 30m	0h 45m	0h 41m	7h 39m
Wed	3h 50m	1h 52m	0h 30m	0h 45m	0h 41m	7h 39m
Thu	3h 50m	1h 52m	0h 30m	0h 45m	0h 41m	7h 39m
Fri	2h 05m	2h 36m	0h 34m	0h 50m	0h 17m	6h 23m
Sat	0h 17m	5h 25m	0h 09m	1h 44m	0h 06m	7h 44m
Sun	0h 28m	4h 45m	0h 24m	0h 52m	0h 08m	6h 41m

5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	3h 29m	2h 01m	0h 30m	0h 46m	0h 36m	7h 24m

7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	2h 36m	2h 54m	0h 27m	0h 55m	0h 28m	7h 21m

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Section 4: SLA Delivery Requirements and Levels at Commencement Date

The master record of the Delivery Requirements and Levels for this SLA is on the NOMS Performance Hub and is subject to appropriate governance and change control. This template will document a “snapshot” of the SLA Delivery Requirements and Levels set following negotiations between HMPS and the Commissioner and effective at the commencement date of the SLA.

Guidance and Technical Notes relating to the SLA Delivery Requirements will be available on the NOMS Performance Hub.

Secure and Decent Custody

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU001	Discharge to Court	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	100.00 %
CU003	Absconds	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CU006	CAT A Escapes													0	0	0	0	0	0
CU007	Escapes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CU016	Mandatory Drug Testing (MDT)	9.50 %	9.50 %	9.50 %	9.50 %	9.50 %	9.50 %	9.50 %	9.50 %	9.50 %	9.50 %	9.50 %	9.50 %	9.50 %	9.50 %	9.50 %	9.50 %	9.50 %	
CU031	Control & Restraint (C&R) Training	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	
CU060	Tornado Commitment																		17.00
CU074	MQPL Score BME	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50
CU056a	Security Audit - & Corporate Assurance (A&CA)	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.56
CU057a	Self Harm Audit (A&CA)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.40
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00

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CU067	HMIP Resettlement	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.95
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU075	HMIP Respect	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.79
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU077	HMIP Safety	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.92
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU078	HMIP Purposeful Activity	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.58
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU076	MQPL Safety	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.86
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU079	MQPL Decency	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.83
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU088	Violence Management																		

Offender Management

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU002	Release on Temporary Licence (ROTL)																		100.00 %
		95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %
CU043	Generic Parole Process (GPP)																		
		90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU083	OASys Quality																		
		90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU086A	Return of MAPPA Forms																		
		90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU089	ViSOR Effectiveness (Prison)																		
		90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %

Interventions

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU019	Sex Offender																		

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	Treatment Programme (SOTP) Completions																		
CU021	Offending Behaviour Programme (OBP) Completions													0.00	0.00				6,456.00

Regimes

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU013	Settled Accommodation on Discharge	88.50 %	88.50 %	88.50 %	88.50 %	88.50 %	88.50 %	88.50 %	88.50 %	88.50 %	88.50 %	88.50 %	88.50 %	88.50 %	88.50 %	88.50 %	88.50 %	88.50 %	
CU014	Training Education / on Discharge	14.00 %	14.00 %	14.00 %	14.00 %	14.00 %	14.00 %	14.00 %	14.00 %	14.00 %	14.00 %	14.00 %	14.00 %	14.00 %	14.00 %	14.00 %	14.00 %	14.00 %	
CU015	Employment on Discharge	27.00 %	27.00 %	27.00 %	27.00 %	27.00 %	27.00 %	27.00 %	27.00 %	27.00 %	27.00 %	27.00 %	27.00 %	27.00 %	27.00 %	27.00 %	27.00 %	27.00 %	
CU095a	Hours Worked In Industry																		

General

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CR003	Staff Sickness Absence																		
CU036	Correspondence Response Times	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	94.44 %
CU063	Water Consumption																		
CU094	Energy Efficiency (CO2e)																		
CU081	Prison Cost Analysis (PCA)	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

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