National Offender
Management Service

Annex to Greater London 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

SEND

Local Establishment Annex 2014-15

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This document is the Local Establishment Annex 2014-15 to the Greater London 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 Send**
Establishment type	**Female Closed**
Specialist function	
Security Category / Categories:	**Female prisoners suitable for closed conditions or lower**
Annual Operating Price	To be agreed

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	282
Operational Capacity	282

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.

Table 2b: Population Allocation Specification	
Gender:	Female prisoners only
Age:	Adults (21 and over) and Young Adults (18-21)
Security Category:	Female prisoners suitable for closed conditions or lower
Sentence Status:	Sentenced prisoners
Sentence Length / Type:	21% Resettlement No restrictions
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
HMP & YOI Send is a female training prison holding prisoners aged 18 and over. The population is mainly comprised of longer sentenced determinate prisoners. This establishment mostly holds prisoners sentenced at courts in the South East and the London regions and receives most of its prisoners from other female prisons, particularly Bronzefield and Holloway.

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	0	N/A	N/A	N/A	N/A	N/A	**0**
Prisoners sentenced to less than 12 months	N/A	N/A	N/A	N/A	N/A	1	**1**
Determinate prisoners serving 12 months or more but less than 4 years	N/A	N/A	N/A	N/A	N/A	3	**3**
Determinate prisoners serving more than 4 years	N/A	N/A	N/A	N/A	N/A	47	**47**
Indeterminate prisoners	N/A	N/A	N/A	N/A	N/A	104	**104**
Determinate and indeterminate Recallees	N/A	N/A	N/A	N/A	N/A	59	**59**
Non-criminals	N/A	N/A	N/A	N/A	N/A	9	**9**
Resettlement	N/A	N/A	N/A	N/A	N/A	59	**59**
Discretionary	N/A	N/A	N/A	N/A	N/A	N/A	**0**
Total	**0**	**0**	**0**	**0**	**0**	**282**	**282**
Resettlement	Yes	**Reset %**		0.21	**Reset No.**		59
Specialist Function							

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.** Successful rehabilitation needs all who work with offenders to have a sense of purpose in believing that offenders can change and desist from crime, They need to consistently encourage and motivate and ensure that offenders feel it *is* possible to change and feel hopeful about doing so. HMP Send achieves this through providing a: 1. A safe, legal and decent environment where staff are confident but not aggressive in their authority and where everyone agrees that the purpose of the prison is to help people change their lives as well as protect the public. 2. Staff interactions with offenders are meaningful, consistent and constructive: tackling negative attitudes; teaching problem solving and perspective taking; leading by example; rewarding progress; giving hope; getting things done; making every conversation count. Year 1 - The Personal Officer guide will be amended to reflect this and the behaviours that HMP Send promotes, which include: • The belief that engaging offenders in change is one of their most important objectives. • Conveying hope and optimism that change is possible; expecting success • Demonstrating and teaching thinking and behavioural skills such as goal setting, communication skills, conflict resolution, emotional management and problem solving • Building relationships that demonstrate genuine care about the individual, their desistance and their future • Active listening

- Helping people set goals for changing their lives and steering them in a desisting direction

These will feature as a key theme within HMP Send's Business Plan for 2014-15, within the SLA's with our partner agencies and within Staff SPDR's.

3. Effective interventions to address criminal thinking, attitudes and behaviour. HMP Send has a Therapeutic Community, PIPE and RAPT. (CBT,DBT and one to one is also in place with MHIR)

4. Action to address drug and alcohol misuse. HMP Send has a 20 bed RAPT unit, CARAT and IDTS.

5. A variety of resettlement and training services that improve prospects for housing, employment, income, strengthened family relationships, and social relationships with people not involved in crime. HMP Send has a Resettlement unit that provides eligible prisoners with an opportunity to undertake employment within the community whilst on licence. We also have an extensive OLASS curriculum that offers a core education provision which include Personal, Social development courses as well as vocational training.

6. Efforts are made to ensure offenders experience the environment as safe. We will measure the impact we are having through assessing trends in adjudications, IEP, violence management and MDT data and longer term through the findings from external scrutiny such as MQPL and HMIP visits.

7. There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximize outcomes for offenders. HMP Send is due to implement a Sentence Plan and Sequencing system by February 2014. We will introduce a Sentence Plan database that will sequence activities and interventions for our prisoners. This will collate the Sentence Plan Objectives for each of the women of HMP Send but also serve as a live Needs Analysis to evidence the needs of our population. It will identify the need for Offending Behaviour Programmes, Education, Employment Placements and Pathway Support for each individual, which in turn will create waiting lists. The Activities Department will use this information to allocate the prisoners to the relevant Sentence Plan objectives in the priority order identified by the Offender Supervisors.

8. The HMP Send Reducing Reoffending 3 Year Development Plan has been written to track business progress between 2013-2016. Within the plan you will find the vision, mission statement, objectives, strategy and goals of the 3 years. The plan shows the vision for each of the 9 Resettlement pathways

Development Objectives

Year 1

HMP Send will prioritise offender rehabilitation as core, everyday business by:

	• Management will support and promote a rehabilitative culture, ensuring there is a visible, shared focus on positive change and progression by including this as a key theme within HMP Send's Business Plan for 2014-15, within the SLA's with our partner agencies, within Staff SPDR's and the Personal Officer guide. • Ensuring all prisoners have up to date OASys that are Quality assured and adequately reflects risk. Risk management is assessed through prisoner engagement with ROTL, HDC and re-categorisation. Indicators to Measure this include Quality Assurance, KPT, HMIP and the IEP system to measure failure to complete Sentence Plan Objectives. • Managers and staff understand the factors which impact on reoffending and desistance and how these can be identified and addressed within the prison. Including an awareness of the potential negative impact of imprisonment on desistance and how this might be mitigated, through engagement with Sentence plan objectives. HMP Send is due to implement a Sentence Plan and Sequencing system by February 2014. We will introduce a Sentence Plan database that will sequence activities and interventions for our prisoners. This will collate the Sentence Plan Objectives for each of the women of HMP Send but also serve as a live Needs Analysis to evidence the needs of our population. It will identify the need for Offending Behaviour Programme, Education, Employment Placements and Pathway Support for each individual, which in turn will create waiting lists. The Activities Department will use this information to allocate the prisoners to the relevant Sentence Plan objectives in the priority order identified by the Offender Supervisors. This will ensure effective partnership working 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. • Management monitor through HMP Send's Master Action Plan (MAP) the assessment of the prison's current strengths and weaknesses in terms of rehabilitative culture and support for desistance, including information identified through the most recent MQPL, SQL, Prisoner Exit surveys for violence reduction and equality, Visitor survey, prisoner consultation forums, surgeries, prisoner consultative meetings, Equality Impact Assessments, staff surveys and listen to improve and Needs Analysis. • HMP Send's sense of purpose in relation to rehabilitation will be communicated, developed and monitored by senior leaders through the use of the Master Action Plan which draws upon indicators such as: o MQPL indicators o Reportable Incidents o Adjudications o Use of Force statistics o SQL indicators o IMB reports o HMCIP o MDT data o Violence management data o Needs Analysis

	o Segmentation data **Year 2** • HMP Send hopes to roll out KUF training (Knowledge and understanding) for all staff (subject to funding) as an initiative to strengthen staff/prisoner relationships and embed a prison-wide approach to *Every Contact Matters* • HMP Send will implement a Pre-PIPE group to motivate prisoners to undertake Offending Behaviour work. **Year 3** • HMP Send hopes for the whole establishment to become an Enabling Environment which will promote the engagement of staff in rehabilitative work and their commitment to supporting desistance. • HMP Send is also working on the Personality Disorder pathway. **Indicators that will be used to measure performance include:** • Ensuring offenders experience the environment as safe. We will measure the impact we are having through assessing trends in adjudications, IEP, violence management and MDT data and longer term through the findings from external scrutiny such as MQPL and HMIP visits.
	1 (b) All who work with offenders consistently demonstrate behaviours and attitudes which support rehabilitation and desistance. **Year 1** HMP Send will prioritise, encourage, enable and support staff in consistently demonstrating behaviours and attitudes that support rehabilitation and desistance • Management monitor through HMP Send's Master Action Plan (MAP) the assessment of the prison's current strengths and weaknesses in terms of rehabilitative culture and support for desistance, including information identified through the most recent MQPL, SQL, Prisoner Exit surveys for violence reduction and equality, Visitor survey, prisoner consultation forums, surgeries, prisoner consultative meetings, Equality Impact Assessments, staff surveys and listen to improve and Needs Analysis. • Evidence that 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. This includes developing an understanding of the kinds of behaviours which are likely to have a positive impact, and those to avoid. Training provided includes KUF, faith awareness, equality training, disability awareness. Induction programme raises awareness of provision. Security awareness training covers conditioning.

	• Evidence that staff have an awareness of the potential negative impact of imprisonment on desistance and that they are encouraged to take action in their daily engagement with prisoners to mitigate this. POELT training covers interpersonal skills. The Induction pack is to be up dated to include this. Indicators that will be used to monitor our effectiveness include Nomis case notes and staff contributions. • Staff will be encouraged, trained, motivated and recognised for demonstrating behaviour that supports rehabilitation and desistance through SPDR, learning paths, Competency framework, Reward and Recognition and improvement in Band 5 manager's knowledge through Aspire. • Positive staff interaction will be promoted, modelled, communicated, developed and monitored by senior leaders. Establishment Business Plan, SPDR's, lesson observations and Reward and Recognition. • Initiatives to strengthen staff/prisoner relationships and embed a prison-wide approach to *Every Contact Matters* including enhancing the impact of staff interactions and the skills, confidence or motivation of staff include the desire to become an Enabling Environment and using the implementation of the PD Pathway is a new initiative to enhance every contact matters.
	1 (c) Good Quality risk assessments, risk management systems and information sharing between partner agencies result in the application of appropriate public protection and security measures, and these ensure the needs of victims are appropriately addressed. Mandatory Service include: • Early Days & Discharge – Reception In • Cell and Area Searching • POSOE – Internal Prisoner Movements • Nights • Prisoner Discipline and Segregation – Segregation of prisoners • Security Management • Activity Allocation • External Movements & Appearances • Manage the Custodial Sentence – Categorisation & Allocation for Custody **Year 1** • HMP Send complies with the mandatory actions in the Public Protection Manual • We are compliant with PSI 06/2013 holding MAPPA nominal's and the mandatory use of VISOR.

	• Risk assessments take into account the level of risk of serious harm and imminence. • The Risk Management Plan (RMP) must both reflect and address the risk including triggers and needs identified in the assessment. • The Risk Management Plan must specifically focus on, and deal with, risk of serious harm factors identified in other assessments or screenings. It will identify any potential risk and also state clearly how the risk documented will be managed by the service. • The Risk Management Plan 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. • There is evidence of contingency planning. It must be clear what action will be taken should the original plan break down. • The victims/potential victims must be protected as far as possible by the risk assessment and by the risk management planning. **Year 2** As policies contained within the National Security Framework are revised over the next 2 years to introduce more robust risk assessment processes and better risk management systems, prisons will be expected to ensure that they comply with the new requirements which are intended to ensure that: • Prisoners are held in conditions of security appropriate to the individual risks presented • Risk assessments take proper account of intelligence and dynamic security • Information is shared appropriately both between agencies and within NOMS • Prisoners are afforded access to activities in line with their assessed risk • Preventable escapes do not occur • Absconds are reduced • Prisons provide a secure, decent, orderly and safe environment for prisoners, staff and visitors • LSS to incorporate all new Security PSI's that will inform and update establishment policies. Whilst feeding into general Risk Assessment requirements for ROTL, IEP etc. • Security Reports and assessment of risk for escorts, activities etc. • Security liaises with Police via the PLO to ascertain any significant information that fits with Risk assessment.
See Regional response for sections 1d-1g inclusive	**1 (d) Intelligence is gathered , developed and shared in a safe and timely manner**
	1 (e) The availability of drugs and mobile phones in prisons is tackled
	1 (f) efforts are made to ensure offenders experience the environment as safe

	1 (g) Prisoners are prevented from continuing criminality from within prisons
2. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners	**2 (a) Evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.** • Providers will be identified (including co-commissioned, VCS and TTG providers, other government departments and statutory bodies) All these services are in the process of being commissioned out and the resulting awards to agencies will be added in at a later date when confirmation has been gained. • New and existing ways of working with partners and other providers will be agreed, shared and monitored through SLA and contract management. • Management will support and promote a rehabilitative culture and our shared strategic vision, ensuring there is a visible, shared focus On positive change and progression by including this as a key theme within HMP Send's Business Plan for 2014-15, within the SLA's with our partner agencies, within Staff SPDR's and the Personal Officer guide. • HMP Send demonstrates a commitment to enabling partners to deliver on their priorities, through the use of the prisoner activity allocation traffic light system of coding prisoner activities. This colour coding ensures disruptions are kept to a minimum, with red sessions being activities during which times prisoners must attend their designated activity. When appointments can not be made that would take them away from that session. Amber session require consultation with the activity facilitator, Green sessions are sessions when appointments can be made more freely. The establishment encourages activities to be held outside of the core day to minimise disruption. • HMP Send demonstrates an understanding of the impact of this intention on outcomes for offenders who need to experience a coordinated, sequenced, and seamless offender journey. We are committed to enabling partners to deliver on their priorities, through the use of the prisoner activity allocation. There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximize outcomes for offenders. HMP Send is committed to enabling partners to deliver on their priorities and will help with the implementation of a Sentence Plan and Sequencing system by February 2014. We will introduce a Sentence Plan database that will sequence activities and interventions for our prisoners. This will collate the Sentence Plan Objectives for each of the women of HMP Send but also serve as a live Needs Analysis to evidence the needs of our population. It will identify the need for Offending Behaviour Programme, Education, Employment Placements and Pathway Support for each individual, which in turn will create waiting lists. The Activities Department will use this information to allocate the prisoners to the relevant Sentence Plan objectives in the priority order identified by the Offender Supervisors. **Development Objectives:** **Year 1** HMP Send is to consider: • how the SMT composition will change to incorporate new providers (noting that most will not be directly managed) • how governance arrangements and accountabilities will change • how risks arising from an increasing number and range of providers will be identified and who they will be reported to and how they will be

	managed • how partnership agreements will underpin relationships • how existing multi-agency forums will be utilised • how local structures and processes will accommodate additional providers, for example in the provision/sharing of security information • how providers will be integrated to prevent them operating in silos • what opportunities are presented by the new relationships to positively influence the management of offenders and to innovate • what policies, procedures and communication channels will need to change to incorporate additional providers • how a shared vision/purpose will be communicated to staff • how providers could be involved in consultation arrangements with offender and staff forums • how business planning processes will take account of multiple providers • how unions may be engaged in this process • what the implications are of the new ways of working with other providers on the way people are expected to behave and fulfil their role (including any new skills, behaviours or knowledge required) • what cultural change may be necessary, with examples of ways to work towards this change Indicators that will be used to measure performance include: • Number of complaints from offenders about not being able to get the right information/not getting access to services • Staff engagement survey results (and the extent to which staff working to other providers are included in this process) • Evidence of collaboration between providers • Staff able to articulate the shared vision, understanding how their role fits in the bigger picture, and feeling they have enough knowledge of the roles and responsibilities of other providers to be able to fulfil their duties effectively • MQPL (most relevant questions are under the dimensions of Relationships, Help and Assistance, Staff Professionalism, Bureaucratic Legitimacy, Organisation and Consistency and Personal Development).
	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. DWP staff based in HMP Send (Employment Benefit Advisers); have access to accommodation suitable for private interviews with prisoners and adequate access to broadband lines and telephones to enable them to take advance claims for Jobseeker's Allowance and to make referrals to the Work Programme. Activity is monitored to ensure that the majority of appointments booked with prisoners take place and consideration given to regime change where there are a significant number of cancellations. Development Objective: The roll out of both Transforming Rehabilitation and Universal Credit will increase the number of DWP staff and hence the resource needed in the prison.

	2 (c) Work together with NHS England and Public Health England in line with the National Partnership and Co-commissioning Agreement to ensure that NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody support both health and justice outcomes and: • **Are informed by an up to date HNA taking account of reconfiguration of the custodial estate including the creation of Resettlement prisons** • **Support sustainable recovery from addiction to drugs and alcohol and improved mental health dual diagnosis** • **Promote continuity of care from the 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 and the diversion of prescribed medication** **Evidence Source = Health Needs Analysis from 2012, Partnership board, contract review meeting, quality meeting, HPAG, Drug Strategy, Security meeting, SMT, medicines management meeting,** **Current Provisions = IDTS, Rapt,** **Development Objectives = Provide a service that mirror the service within the community. Tendering process of IDTS and RAPT. Prisoner carers** **Indicators to Measure = Through meetings, action, compliance to policy, contracts for service provision,** • We will work with NHS, Local Authority Health and substance misuse providers to continue to develop and implement local delivery arrangements in line with the National Partnership and Co-commissioning Agreement and the Enablers of National Co-commissioned Services specification.[1] This will include the continued development and implementation of Local Delivery Agreements which will take into consideration the future role of Community Rehabilitation Companies in supporting rehabilitation outcomes and continuity of care through the prison gate. • We will work with NOMS Co-commissioners and NHS England/Local Authorities to inform and support any re-tendering of health and substance misuse services in establishments where either health or substance misuse services are being re-tendered across an individual prison or cluster of establishments. We will engage the relevant lead co-commissioner for their area when a service is to be re-tendered. • Security group will work jointly with health and substance misuse providers to align activity to promote recovery from addiction; working to reduce the supply of drugs and alcohol into prisons and the diversion of prescribed medication through appropriate sharing of information and intelligence. SIR's, correspondence, attendance at SCM will be used to facilitate this.
	2 (d) Work together with local authorities to ensure that the adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves The main groups of prisoners with care needs are likely to be those with learning disabilities, older offenders, offenders with physical disabilities. Needs may pre-date sentencing, arise during a sentence or emerge at the end of a sentence or in preparation for release from custody.

	The assumption is that local authorities will support prisons to deliver personal care needs, including such things as help with washing, dressing, toileting, feeding, massages, use of hoists, and turning at night. It is expected that prisons themselves will be required to assist prisoners with care needs relating to daily living activities, such as mobility, obtaining food, communication and religious practice. Other prisoners may have some role in meeting these non-contact needs. • On reception, prisoners current health needs assessment is reviewed, prisoners are subsequently signposted and supported in tackling any additionally identified needs • Prisoners are provided the contact details for existing community health related services • Prisoners have access to Primary and Secondary health services, including mental health services, commissioned through Health including: Doctor-GP service, Dentist, Nursing care, Optician, Physiotherapy, screening. • On reception, prisoners undergo a health needs assessment, prisoners are subsequently signposted and supported in tackling any identified needs. • Prisoners are provided the contact details for existing community health related services • Prisoners with urgent or severe social care needs are referred for further assessment Key Delivery Milestones 2014/15 • Quarter 1: The prison has approached the LA with a view to developing a joint prison/LA action plan to prepare for April 2015. The LA sits on/has been invited to sit on the Prison Health Partnership Board/Local Delivery Board to ensure an integrated approach to health and social care. ▪ Quarter 2: A prison/LA 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 Prison/LA 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. By the end of March 2015 there is evidence of joint work between the prison regime, healthcare and social care services so that: • The level of social care services provided in each prison reflects the evidenced needs of the prison population; evidence of how needs are met is identified by the Governor, HMIP/IMB, commissioners or other stakeholders. • As a minimum, every prison has arrangements for suitably qualified staff to assess prisoners social care needs. .HMP Send currently

	has a provision of Occupational therapist, social workers, MHIR, reception screening, referrals to GP's on release, vulnerable prisoner MOU with local authority • As a minimum, arrangements are 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. HMP Sends arrangements are to transfer the prisoners to a more suitable establishment as we only provide primary care services. • HMP Send does not have high levels of social care need, but have sufficient services to call upon if the needs arise.
	2 (e) Work with local authorities to promote inclusion of, and maximise benefits to, offenders' families HMP Sends current provision is: • **Family Visits** - Good family and parental support for prisoners helps us to meet the core objectives of the National Offender Management Service. • **Children Visits** - Enables offenders to maintain family ties specifically allowing the opportunity to interact with young children in a less formal environment. Instils positive behaviour as prisoners must be enhanced. • **Therapeutic Community Visits -** Good family and parental support for prisoners (TC members) helps us to meet the core objectives of the National Offender Management Service. • Prisoners' immediate families are invited and encouraged to contribute to sentence and resettlement planning objectives • Prisoners are signposted to community based services that support prisoners families • A4e run a Level 1 Family relationships course at HMP Send. • Send Family Link are a charity that run our visitors centre and provide support to the prisoners families. Development Objectives: • Recognition that lack of supportive and pro-social family / marital relationships is one of the key factors linked to reoffending and desistance and actions to identify and mitigate where this might be an issue for offenders • Visible leadership support for work in this area • Securing and enhancing of core delivery requirements for Rehabilitation Services and Services for Visitors; • Co-commissioning with LA's and other partners including: exploring current work and new opportunities to strengthen or extend proven interventions and services, and sharing aggregate and individual data to identify families meeting the local Troubled Families programme criteria; • Formal plans in place; for example, in year 1, named LA contacts established and shared delivery plans agreed • A lifecycle / offender journey approach which, for example, identifies needs and minimises the impact of imprisonment earlier, informs sentence planning and sets up ongoing relationship maintenance support; and informs resettlement planning.

	• Family engagement casework or co-commissioned approaches are used to target family and relationship resources (including family visits and family days) on offenders who will benefit the most; for example by overlaying family need information against NOMS segmentation data, identifying; the most suitable programme resource and delivering it at the point in sentence that it will make the most difference • Building on good practice and establish new, family support interventions with partners.
	2 (f) Continue to improve access to a pathway of new and existing services for offenders with severe personality disorders. Services are primarily targeted at men who present a high risk of serious harm to others and women who present a high risk of committing further violent, sexual or serious criminal damage offences. Services are co-commissioned with NHS England Specialised Commissioning to support health and justice outcomes. HMP Send currently provides the following PD services: • Democratic Therapeutic Communities which is a PD related intervention services commissioned by Custodial Commissioners • Post-treatment PIPE service is a PD Progression Services Established services/commissioned 13-14 Development Objectives: **Year 1** • Potential/Proposed new services for 14-15 PD treatment service. Possible links with Holloway, Bronzefield and Approved premises, Medium Secure Units. • To submit Send to be considered for assessment to be an Enabling Environment • Introduce a pre-treatment PIPE
	2 (g) Align Services with the Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to make prisons places of work and strengthen the focus on employability. Enhance access to mainstream learning and employment services for offenders on return to the community. A new Offenders' Learning and Skills Service (OLASS 4), commissioned jointly by NOMS and the Skills Funding Agency was introduced in 2012. Prisons have been arranged into clusters through which prisoners travel. Each cluster of prisons is overseen by a Lead Governor who decides, at a local level, what learning opportunities will be offered in their prisons. Prison governors are actively managing the learning and skills delivery in partnership with the OLASS 4 providers to ensure that it meets identified individual and employer needs. This is achieved by utilising the findings of the Employment, Training and Skills Needs Analysis which draws upon, stake holder, prisoner, staff and Labour Market information. HMP Send has an extensive OLASS curriculum that offers a core education provision which include Personal, Social development courses as

	well as vocational training. **<u>OLASS and other accredited provision:</u>** • A4e deliver - Functional Skills English Entry level 1,2 & 3, Level 1&2 • A4e deliver - Functional Skills Maths Entry level 1,2 & 3, Level 1&2 • A4e deliver - Certificate for IT Users (CLAiT) – ITQ Level 1,2,&3 • A4e deliver - Improving Assertiveness & Decision Making Entry level 3 & Level 1 • A4e deliver - Employability skills – Personal Information Level 1 • A4e deliver - Employability skills – Financial Capability Level 1 • A4e deliver - Employability skills – Interview techniques Level 1 • A4e deliver - Healthy Living Level 1 • A4e deliver - Family Relationship Level 1 • A4e deliver - Understanding an Enterprise Level 1 • A4e deliver - Certificate in ESOL Skills for life Entry level 1,2 & 3, Level 1&2 • A4e deliver - Creative Techniques – Design Level 1 • A4e deliver - Domestic Cookery Level 1&2 • A4e deliver - Distance Learning Level 1,2,3&4 • A4e deliver - Customer Services Level 1&2 • A4e deliver - Academic Induction • A4e deliver - Business Administration NVQ Level 1,2&3 • A4e deliver - Award in Administration – Creating Business Documents Level 1 • A4e deliver - Award in Beauty Therapy Level 1,2&3 • A4e deliver - QCF Horticulture Level 2 • A4e deliver - VRQ Professional Cookery Level 1&2 • A4e deliver - Creative Techniques – Textiles Level 1&2 • St.Giles delivers – NVQ Information Advice & Guidance Level 1, 2&3 in the St.Giles Call Centre. • HMPS deliver - QCF Horticulture Level 1in Land based Activities • HMPS deliver - Health & Safety at Work Level 1 Land based Activities • HMPS deliver - QCF Hairdressing Level 1&2 in the Hair Salon • HMPS deliver – Gym Instructor Level 1,2&3 in the Gym • HMPS deliver – Emergency First Aid at Work Level 2 in the Gym • HMPS deliver – Healthy Lifestyle Level 1in the Gym • HMPS deliver – Defib Level 2 in the Gym *"Making Prisons Work; skills for rehabilitation. A Review of Offender Learning"* empowers prison Governors and their local partners to make decisions about the learning opportunities that are offered in their prisons, based on labour market needs in the areas in which prisoners

	resettle, combined with individual learning needs and aspirations. This is evidenced in our Employment, Training and Skills Needs Analysis that uses labour market analysis in resettlement areas and learning needs analysis of the local population HMP Send has introduced a partnership approach to Employment, Training and Skills, calling the collaboration Send Education & Training (SET). Through our Resettlement unit and use of ROTL we are able to evidence effective employer engagement. There are close working between Deputy Directors of Custody, Governors and Heads of Learning and Skills to improve regime planning, recruitment onto courses and classroom attendance at establishments which utilises the SET partnership working. There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximize outcomes for offenders. HMP Send is due to implement a Sentence Plan and Sequencing system by February 2014. We will introduce a Sentence Plan database that will sequence activities and interventions for our prisoners. This will collate the Sentence Plan Objectives for each of the women of HMP Send but also serve as a live Needs Analysis to evidence the needs of our population. It will identifying the need for Offending Behaviour Programme, Education, Employment Placements and Pathway Support for each individual, which in turn with create waiting lists. The Activities Department will use this information to allocate the prisoners to the relevant Sentence Plan objectives in the priority order identified by the Offender Supervisors. This provides evidence of our focus on assessment on entry into custody and addressing functional skills needs, as a priority; a focus on developing skills for employment during the latter stages of a custodial sentence. The vision and objectives of SET is to give the women of Send the best possible Education, Training and Personal support to realise their potential. SET are committed to: • Continually responding to learner needs; putting our learners at the heart of what we do • An Integrated Approach; Sharing good practice, teamwork and partnership working • Responding to employer needs to give our learners the best possible chance to gain employment upon release • Working together to give our learners the best possible service in Education, Training and Careers Advice • Working in line with the expectations in Review of Offender learning, Corston report, WIP – Corston Report Five Years On, Prison Service instructions, Prison Reform trust – Bromley Briefings Fact file, Ofsted handbook and HMIP expectations. SET partners consist of: • A4e • HMP Send • National Careers Service – Tribal • Job Centre Plus • St.Giles

	Development Objectives • Evidence of effective and diverse local partnership arrangements with agreed published governance established by Lead Governors and DDCs • Evidence of flexibility of learning delivery and funding allocations • Evidence of robust performance monitoring to ensure delivery meets need.
	2 (h) Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment. HMP Send has introduced a partnership approach to Employment, Training and Skills, calling the collaboration Send Education & Training (SET) and the HMP Send Reducing Reoffending 3 Year Development Plan has been written to track business progress between 2013-2016. Within the plan you will find the vision, mission statement, objectives, strategy and goals of the 3 years. The plan shows the vision for each of the 9 Resettlement pathways. The resettlement team develop employment opportunities for prisoners which involve close working with a range of partners but a particular element in "what good looks like" is a proactive strategy involving working directly with local employers. Activities include job fairs, ROTL opportunities, mentoring support etc but involve active partnership working beyond liaison via a local Reducing Reoffending committee There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximize outcomes for offenders. HMP Send is due to implement a Sentence Plan and Sequencing system by February 2014. We will introduce a Sentence Plan database that will sequence activities and interventions for our prisoners. This will collate the Sentence Plan Objectives for each of the women of HMP Send but also serve as a live Needs Analysis to evidence the needs of our population. It will identifying the need for Offending Behaviour Programme, Education, Employment Placements and Pathway Support for each individual, which in turn with create waiting lists. The Activities Department will use this information to allocate the prisoners to the relevant Sentence Plan objectives in the priority order identified by the Offender Supervisors. This provides evidence of our focus on assessment on entry into custody and addressing functional skills needs, as a priority; a focus on developing skills for employment during the latter stages of a custodial sentence.
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.** Segmentation data will be used to prioritise programmes/other interventions and case management/assessments of need, risk and progress, for example OASys. There are new inclusions OVP (Violence predictor) & OSP (Sexual Predictor) which may focus priorities, also time left to serve which is more critical in terms of risk than sentence length. This would be used to focus where we priorities intervention or assessment.

	Our current provision includes: • **Therapeutic Community** - Therapeutic Community is structured around a dedicated multi-disciplinary team working with small therapy groups and community meetings in a total immersion programme. It is a behavioural programme for medium to high risk offenders centred on offending and substance misuse. May also be called DTC Democratic/Drug Therapeutic Community. The DTC gathers suitable prisoners from both the population at Send and the wider regional and national population. This is also true of the PIPE, which is due for expansion during the coming year to 40 places and the addition of a pre-PIPE. Democratic Therapeutic Community is our only accredited programme. • **Psychologically informed planned environment (PIPE)** - The PIPE approach draws from a number of theoretical models, with a core focus throughout of relating and relationships. Through consideration of the social environment, PIPEs are supported by the implementation of psychologically informed practice and the inclusion of planned, structured elements. These are designed to respond to the forensic and institutional context of the host organisation. This additionally supports the development of a pathway for offenders with complex needs. The DTC gathers suitable prisoners from both the population at Send and the wider regional and national population. This is also true of the PIPE, which is due for expansion during the coming year to 40 places and the addition of a pre-PIPE. • **RAPt** - Rehabilitation of Addicted Prisoners Trust (RAPt) Accredited Rehabilitation of Addicted Prisoners Trust (RAPt) aims to highlight loss of control over an individual's substance use, offending and other areas of life and develops a commitment to change whilst gaining the support of a higher power. Follows the 12 step NA fellowship programme. • For those offenders convicted of a sexual offence where need and OSP scores are indicated, assessment and 1-2-1 work will be requested via Greater London Psychological Services or probation. Development Objectives: • Evidence-informed interventions will be targeted based on segmentation data, in particular under pathways for Domestic violence and Sex workers • The commissioned regime must reflect the segmentation data available. The segmentation data will contribute to the annual needs analysis, led by the Head of Reducing Reoffending, which will assess the needs of our population and will also contribute to assuring us that the interventions offered are addressing the needs of the population as identified through the OASys process. • The needs analysis will be routinely reviewed as a standing agenda item at quarterly reducing reoffending partnership meeting, as well as partnership meetings, such as the education contract review meeting • Feedback from other sources will also contribute to the needs analysis, such as complaint data, MQPL, HMIP and PCC meeting.
	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. HMP Send has a clear process for monitoring quality of delivery of services (in addition to counting outcomes) which is visible, supported by leadership and is used to improve performance. Quarterly Review Meetings are conducted with Deputy Director Custody, Therapeutic Community and PIPE undertake peer reviews, lesson observations are used for our OLASS provision,

	There are contingency plans to cover delivery of OBP's in the event of long term sickness or resignation which will ensure that the establishments can still deliver. External and internal reviews, inspections and processes are used to understand and improve the quality of services. This is evidenced within the establishments Master Action Plan that monitors progress at addressing deficiencies and quality. Good practice is shared between the partners of SET as part of the Quality Improvement Group that monitors performance under the OLASS 4 provision which ensures an Integrated Approach; Sharing good practice, teamwork and partnership working. Quality assurances are in place within the following: • Complaints System – whereby the SMT undertake a quality check on a monthly basis. All complaints about staff are quality checked by the Governor/Deputy Governor. • Ofsted Inspections for Education which is monitored through the Quality Improvement Group. • HMIP Inspections and external audits are quality assured by the SMT through the establishment Master Action Plan (MAP) • Other indicators used to measure performance include: • Care Quality Commission for Healthcare services • Assurance Framework • Prisoner Consultative Committee • SLA • SPDRs
4. Ensure delivery is matched to population, purpose and NOMS outcomes	**4 (a) Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they will deliver the greatest outcomes for investment.** Table 4A summarises the core offer available to all offenders at HMP Send and Table 4B describes the establishment's key segments and which offender services are targeted at. The segmentation data was from the most recent extract available from NOMS which was March 2013. Tables 4A and 4B give a clear and consistent account of services and their targeting in line with commissioning intentions, explaining the difference between 'core' and 'additional' rehabilitation services To summarise the establishment' key segments at who services are targeted, taking into account segmentation data which reflects the current population, and any projections of changes to the population is as follows: • OGRS - 68 (27%) medium, and 57 (23%) high. • Offence type - 27 (51%) violent, 5 (2%) sexual, 31 (12%) robbery, 31 (12%) acquisitive, 44 (18%) drugs • Time to serve figures suggest that over half of the population have less than 1 year to serve (n=75, or 53%).

- There are no prisoners with high or very high OVP scores with more than a year left to serve
- There are a small number of sexual offenders with medium or higher OSP and with more than a year left to serve.

The targeting of risk management activity for offenders at HMP Send will be in accordance with assessed risk of harm they pose and Offender Supervisors will work with Offender Managers to ensure that OASys assessments are completed and reviewed (and that suitable referrals to support services are made prior to an offender being discharged).

The Head of Reducing Re-offending will work with the Head of Offender Management to monitor the targeting of resources across the offender population with a view to decommissioning services that are no longer required or identifying new services for OASys identified need. Personal officers will support offender supervisors in assessing how individual offenders are engaging with their sentence plans by making regular NOMIS case notes to supplement the contact that offender supervisors have with their offenders. Offenders subject to the highest levels of risk management, which include monitoring of communications and discussion at inter-departmental risk management meetings, will be prioritised for the most intensive levels of support and interventions by offender supervisors.

Current Provisions

- Therapeutic Community targets – The Therapeutic Community has started to allow sexual offenders under the selection criteria. For those not suitable for the Therapeutic Community, the expectation would be for those prisoners to be assessed and recommended for referral to one to one (women's framework) referral to Probation or Psychology.
- PIPE targets – The PIPE environment enables access to all offenders who have completed any type of intervention to put in to practice the skills they have learned to reduce their triggers for offending.

Activities available to all offenders targeted on the basis of risk include:

- **Therapeutic Community** - Therapeutic Community is structured around a dedicated multi-disciplinary team working with small therapy groups and community meetings in a total immersion programme. It is a behavioural programme for medium to high risk offenders centred on offending and substance misuse. May also be called DTC Democratic/Drug Therapeutic Community. The DTC gathers suitable prisoners from both the population at Send and the wider regional and national population. This is also true of the PIPE, which is due for expansion during the coming year to 40 places and the addition of a pre-PIPE. This specific targeted services will be offered, using the segmentation model to define sex offenders, violent and ISP subgroups of offenders
- **Psychologically informed planned environment (PIPE)** - The PIPE approach draws from a number of theoretical models, with a core focus throughout of relating and relationships. Through consideration of the social environment, PIPEs are supported by the implementation of psychologically informed practice and the inclusion of planned, structured elements. These are designed to respond to the forensic and institutional context of the host organisation. This additionally supports the development of a pathway for offenders with complex needs. The DTC gathers suitable prisoners from both the population at Send and the wider regional and national population. This is also true of the PIPE, which is due for expansion during the coming year to 40 places and the addition of a pre-PIPE. This specific targeted services will be offered, using the segmentation model to define sex offenders, violent and ISP subgroups of offenders
- **RAPt** - Rehabilitation of Addicted Prisoners Trust (RAPt) Accredited Rehabilitation of Addicted Prisoners Trust (RAPt) aims to highlight loss of control over an individual's substance use, offending and other areas of life and develops a commitment to change whilst gaining the support of a higher power. Follows the 12 step NA fellowship programme. This specific targeted service will be offered, using the

	segmentation model to define sex offenders, violent and ISP subgroups of offenders. **Development Objectives** • For those not suitable for the Therapeutic Community, the expectation would be for those prisoners to be assessed and recommended for referral to one to one (women's framework) referral to Probation or Greater London Psychological Services. • Look at effectiveness of referrals to Women who Sexually Offend programme through Probation service **Indicators to Measure** • Segmentation data
5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes	We have a number of standard processes for identification and assessment of individual needs within first days in custody which include healthcare screening, education assessments, equalities questionnaires, safer custody and cell sharing risk assessments. In addition we recognise that a number of offenders may have possible unidentified learning disabilities and mental health problems. To meet this need we have additional screening and assessment arrangements in place for these areas of need and strategies for sharing assessment information across partners. These processes are monitored to ensure they are of a good standard and delivered as expected. The results are used to develop individual plans where offender needs are identified. The following screening processes are broken down as follows; **Induction** - In Reception all prisoners will receive an initial screening to identify: o Those with Mental, Physical health and Learning difficulties or needs o Those who pose a risk to others using the Cell Share Risk Assessment Process o Those who are at risk from self harm o Those who are Foreign national prisoners and require additional help such as translation o Those who have home needs that need addressing urgently e.g. animals left unattended or those with needs such as housing that can be addressed less immediately o Those who require a PEEP Full induction will: o Identify educational and physical need and refer to the appropriate service i.e. education, gym, mental health services, careers services o **A4e** deliver - Academic Induction o **National Career Service** provides additional advice, support and encouragement to access services. o **St.Giles call centre** provide information, advice and guidance for each of the 9 pathways. To be a hub of support for women from other establishments as well as HMP Send's and signpost remand and sentenced prisoners in need of further support in any area. NVQ Level 3 in Information, Advice and Guidance is also taught to women working within the call centre. Housing Information and Advice Services (HIAS) - St Giles Trust - housing benefit advice, maintaining/closing tenancy agreements,

	securing settled accommodation on release. Trained prisoners will deal with all housing issues especially the prevention of homelessness of prisoners on discharge. o **Job Centre Plus** - Job Centre Plus provides pre release interviews, job searches for prisoners, organises fresh start appointments and provides employment and benefit entitlement related advice for all prisoners to ensure they are able to access those benefits on release. Prisoners are seen on induction, during sentence and pre release. o Chaplaincy will see new receptions and identify pastoral care needs. o OMU initial reception interview will identify objectives to include upon the Sentence Plan database that will sequence activities and interventions for our prisoners. This will collate the Sentence Plan Objectives for each of the women of HMP Send but also serve as a live Needs Analysis to evidence the needs of our population. It will identifying the need for Offending Behaviour Programme, Education, Employment Placements and Pathway Support for each individual, which in turn with create waiting lists. The Activities Department will use this information to allocate the prisoners to the relevant Sentence Plan objectives in the priority order identified by the Offender Supervisors. This will allow Offender Supervisors to identify and manage concerns that present throughout time in custody Staff and the systems 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. There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximize outcomes for offenders. HMP Send is committed to enabling partners to deliver on their priorities and will help with the implementation of a Sentence Plan and Sequencing system by February 2014. We will introduce a Sentence Plan database that will sequence activities and interventions for our prisoners. This will collate the Sentence Plan Objectives for each of the women of HMP Send but also serve as a live Needs Analysis to evidence the needs of our population. It will identifying the need for Offending Behaviour Programme, Education, Employment Placements and Pathway Support for each individual, which in turn with create waiting lists. The Activities Department will use this information to allocate the prisoners to the relevant Sentence Plan objectives in the priority order identified by the Offender Supervisors. This will allow Offender Supervisors to identify and manage concerns that present throughout time in custody. HMP Send safely share necessary information, proactively and sensitively across the prison, and with delivery partners through various committee meetings including drug strategy & Security meetings, employment boards and Sentence plan reviews. The Sentence Plan database that will sequence activities and interventions for our prisoners. This will collate the Sentence Plan Objectives for each of the women of HMP Send. Evidence of activity which will ensure co-operative work and planning with Education, Health, Chaplaincy, VSCE and any other relevant partner agencies to ensure services within the prison all work together to identify and respond to individual needs and characteristics is as follows: o HMP Send has introduced a partnership approach to Employment, Training and Skills, calling the collaboration Send Education & Training (SET) and the HMP Send Reducing Reoffending 3 Year Development Plan has been written to track business progress between 2013-2016. Within the plan you will find the vision, mission statement, objectives, strategy and goals of the 3 years. The plan shows the vision for each of the 9 Resettlement pathways. o There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to

	maximize outcomes for offenders. HMP Send is due to implement a Sentence Plan and Sequencing system by February 2014. We will introduce a **Sentence Plan database** that will sequence activities and interventions for our prisoners. This will collate the Sentence Plan Objectives for each of the women of HMP Send but also serve as a live Needs Analysis to evidence the needs of our population. It will identifying the need for Offending Behaviour Programme, Education, Employment Placements and Pathway Support for each individual, which in turn with create waiting lists. The Activities Department will use this information to allocate the prisoners to the relevant Sentence Plan objectives in the priority order identified by the Offender Supervisors. This provides evidence of our focus on assessment on entry into custody and addressing functional skills needs, as a priority; a focus on developing skills for employment during the latter stages of a custodial sentence. o HMP Send demonstrates a commitment to enabling partners to deliver on their priorities, through the use of the prisoner activity allocation traffic light system of coding prisoner activities. This colour coding ensures disruptions are kept to a minimum, with red sessions being activities during which times prisoners must attend there designated activity and when appointments can not be made that would take them away from that session. Amber session require consultation with the activity facilitator, Green sessions are sessions when appointments can be made more freely. The establishment encourages activities to be held outside of the core day to prevent disruption.
	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 appropriate services. We respond to the identified needs by: o There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximize outcomes for offenders. HMP Send is due to implement a Sentence Plan and Sequencing system by February 2014. We will introduce a Sentence Plan database that will sequence activities and interventions for our prisoners. This will collate the Sentence Plan Objectives for each of the women of HMP Send but also serve as a live Needs Analysis to evidence the needs of our population. It will identifying the need for Offending Behaviour Programme, Education, Employment Placements and Pathway Support for each individual, which in turn with create waiting lists. The Activities Department will use this information to allocate the prisoners to the relevant Sentence Plan objectives in the priority order identified by the Offender Supervisors. This provides evidence of our focus on assessment on entry into custody and addressing functional skills needs, as a priority; a focus on developing skills for employment during the latter stages of a custodial sentence. o HMP Send demonstrates a commitment to enabling partners to deliver on their priorities, through the use of the prisoner activity allocation traffic light system of coding prisoner activities. This colour coding ensures disruptions are kept to a minimum, with red sessions being activities during which times prisoners must attend there designated activity and when appointments can not be made that would take them away from that session. Amber session require consultation with the activity facilitator, Green sessions are sessions when appointments can be made more freely. The establishment encourages activities to be held outside of the core day to prevent disruption. o We communicate with offenders that may have these needs via Offender Supervisors, OBP facilitators, pathway facilitators, personal officers, Education tutors, all staff and peer supporters. **Our provision includes:** o Foreign National Officer

	o Equality Officer o Disability Liaison Officer o Learning Disability nurses, o Over 50's gym sessions Needs assessments may lead to: o Segregation for those needing VP status prior to allocation to more suitable establishment o Referral to agencies such as Housing, employment, finance, drug strategy, mental health assessment, library services for Pathway support. o Personal Officer Scheme and Offender Supervisor intervention to inform sentence planning processes o Referrals to Samaritans/Listeners as necessary o Information gained is then used to develop an individualised plan which adapts and sequences services to maximise the benefit to the offender, using OASys which is monitored annually or when a significant change occurs. Additional reviews will occur if necessary.
6. Deliver priority national or specialist services	**6(a) continues 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.** In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Send will ensure delivery in the key thematic areas of Intelligence Gathering & Management; Offender Management and Public Protection; and Interventions & Resettlement, as assessed by NOMS HQ.

	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.
	
	HMP Send does not currently deliver any Restorative Justice work, however will develop and implement a plan during the first year of this SLA for the creation of a supportive environment which will enable delivery of victim-offender conferencing (RJ). The plan will focus on developing;
	
	• Awareness of RJ amongst relevant staff groups
	• Partnerships with organisations and local commissioners to support delivery of RJ
	• Infrastructure to support delivery, including development of;
	  • a single point of contact for RJ
	  • agreed referral processes with partners
	  • processes which contribute to suitability and risk assessments
	  • appropriate gate procedures for entry into the prison of victims and other participants

	• appropriate rooms are available for the conference to take place • integration of RJ into sentence planning **Development Objective:** ***In responding to this intention we expect prison providers to focus on:*** • Face to face victim-offender conferencing (RJ), between the offender and the victim of the same offence (i.e. no 'proxy' or 'surrogate' victims) which may be delivered at any point in the sentence (including post conviction, pre sentence delivery). Where a process towards conferencing has started for an individual but cannot result in a face to face meeting (due to risk assessment or the wishes of the participants), a suitable alternative should be offered (this may include indirect communication such as shuttle mediation or letter writing, facilitated by a trained facilitator to ensure the desired outcomes for the participants are achieved) ***And prison providers to target resources at:*** • Violence or acquisitive offences with a clear victim and where the offender is medium/high risk of reconviction (defined as OGRS scores of between 25 and 74) • When the conference is initiated by the victim and delivered by another organisation the prison should provide information for the suitability and risk assessment and if appropriate provide the supportive environment for this to take place regardless of the targeting criteria • It is suggested that for cases involving sexual offending or intimate partner violence (domestic violence) RJ should only take place in exceptional circumstances, and only when there is confidence that the process will be of clear benefit and will not cause harm to any individual involved ***In response to this intention DDCs are encouraged to consider a regional response which could consist of;*** Development of a regional strategy for delivery of Victim-Offender Conferencing (RJ) which may include; • a mix of prisons delivering conferences and prisons delivering a supportive environment • a shared peripatetic resource ***Prisons with existing capacity are expected to evidence and articulate:*** • An understanding of RJ, specifically face to face victim-offender conferencing • Clear plans for delivery e.g., through the maintenance of internal RJ capacity or the use of external RJ delivery organisations • Partnerships with named organisations (e.g., police, victim organisations, local community safety partnerships etc) • The volume of conferences that can be expected (10 conferences a year appears achievable) • Alternative forms of indirect communication that is available for participants who during preparation choose not to meet face to face or where the risk assessment indicates that it is unsafe to do so ***Prisons who are creating a supportive environment are expected to evidence and articulate:*** • An understanding of RJ, specifically face to face victim-offender conferencing • Active partnerships (or clear plans to seek partnerships) with named RJ delivery organisations and agreement on how referrals will be made (quality of RJ organisations can be assessed via a check of whether they are included on the Restorative Justice Council

	Practitioner/Provider register, and providers can be asked whether they have or are working towards the Restorative Justice Council Restorative Service Quality Mark (RJC RSQM)). • Victim-offender conferencing (RJ) awareness amongst key staff groups • Infrastructure to support delivery. For example, processes to contribute to suitability/risk assessments and appropriate gate procedures for entry of victims and other participants, venue for the conference to take place etc Integration into sentence planning
	6 (c) Ensure the efficient use of prison places through the development and implementation of local bail strategies and use of HDC for appropriate offenders , including making full use of Bail accommodation and Support Service. HMP Send does not have a requirement to provide a bail strategy as we do not hold remand prisoners. HMP Send has a HDC strategy which ensures that all prisoners eligible for HDC who cannot provide an accommodation address must be offered accommodation through BASS - in accordance with PSI 25/2013 and Annex I of PSO 6700 (Home Detention Curfew). The HDC strategy will stress the importance of liaison with the license supervisor (offender manager) and ensure that releases to BASS are credited as 'suitable and settled' for the purpose of delivery levels HDC referrals to BASS will be delivered from within existing resources. Monitoring outcomes: We will monitor BASS Referral and Placement trends and will investigate when these are outside the expected range for the institution HDC releases. We will establish improvement objectives where outcomes are substantially below the expected or historic level for the institution. Data is released to the Hub quarterly ('BASS Prison Referrals and Placements') showing for every institution [Bail and] HDC referrals to BASS, rate of Conversion to BASS Placements and number of Successful Placements including trends over the previous two years.
	6 (d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners. This area is where we are developing the links with CLINKS to delivery a horticultural service to supply vegetables and cut flowers to restaurants and shops.
	6 (e) Support the Delivery of efficiencies across the criminal justice system by increasing the use of prison video links. HMP Send has few court appearances. Video link is considered to save costs and where ever possible Video link will be used and below is the process we would adopt to deliver the service:

	Development objectives include: Year 1 • Put in place resource to support the delivery of video courts and production of associated management information on the uses and utilisation of video capacity -Benchmarking has taken in to account the resource required to facilitate the current VCT capability within establishments, where that capability was increased the local business case for investment would need to factor this in. Should there be a significant increase in utilisation that exceeds the current capability the benchmarking model will require revisiting • Adopt the video action plan and have 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 **https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/209659/transforming-cjs-2013.pdf** o 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 o Publish video booking arrangements on establishment home page o Ensure participation on local court user group is established and maintained o Develop 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 o Be 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 o To be meeting the agreed benchmarks for utilisation resulting in a reduction of productions to court for eligible hearings. Year 2 o Maintain action plan deliverables to achieve agreed benchmarks for utilisation resulting in a reduction of productions to court for eligible hearings. o Indentifying investment opportunities for additional video facilities, supported where applicable by local business case o Investigating the use of Video to support the delivery of legal visits and OM engagement with prisoners o Video as default for Plea and case management hearing where agreed and supported by Courts and Judiciary o Achieving a significant reduction in discharges to court, reception from court and official visitors to the establishment Year 3 o Maintain action plan deliverables to achieve agreed benchmarks for utilisation resulting in a reduction of productions to court for eligible hearings o Established video as business as usual for court appearances other than trial and official visits to the establishment

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)
Staff support and encourage prisoners to participate fully in rehabilitation services	• We have a clear strategic vision including a shared understanding of outcomes and priorities to create a truly rehabilitative culture enabling prisoners to effectively engage with the regime and associated rehabilitative services. All departments now have identified business and performance objectives that work toward achieving this vision. This is reflected within the Establishment Business plan for 2014-15 • Outstanding rehabilitative needs are identified and discussed with prisoners at induction. Information on this is shared with all who work with the prisoner so that they can be encouraged and supported to engage with appropriate services. • Risk management – all staff make effective use of information sharing (such as the observation book, daily briefing emails, C-Nomis) and monitoring mechanisms as part of their core tasks that contribute to a safe and secure, decent rehabilitative environment. This will also include contributions to review boards are multidisciplinary, such as Sentence Planning review • Rehabilitative Services – We maintain a directory of Voluntary and Statutory bodies that provide a range of available rehabilitative services for our women. • We operate an integrated IEP system that ensures all staff and prisoners have the ability to influence attainment levels through engagement with rehabilitative activity. • We will introduce a Sentence Plan database that will sequence activities and interventions for our prisoners. This will collate the Sentence Plan Objectives for each of the women of HMP Send but also serve as a live Needs Analysis to evidence the needs of our population. It will identify the need for Offending Behaviour Programme, Education, Employment Placements and Pathway Support for each individual, which in turn will create waiting lists. The Activities Department will use this information to allocate the prisoners to the relevant Sentence Plan objectives in the priority order identified by the Offender Supervisors. • We will embed the concept of ‘’Every Contact Matters’’ we will roll out a series “back to basics” Communication Seminars to all staff. These will review how the Civil Service Core Competency Framework (CSCCF) maps to NOMS Vision and Values and statement of purpose and how staff behaviours and relationships between staff and prisoners can contribute to building our prison culture. • We will introduce the Every Contact Matters agenda into our contract management and staff performance reviews. All contract review meetings and staff/manager bilaterals will include discussions surrounding staff/staff and staff/prisoner relationships in addition to reviewing management information which can inform the strength of	

	rehabilitative culture; for example - applications, correspondence, complaints, risk assessments etc. • We will work with our regional HRBP and OD lead to explore how we might embed coaching principles into every day staff interactions.	
Prisoners are made aware of their responsibilities in engaging with and accessing services	• National Career Service provides additional advice, support and encouragement to access services. • St.Giles call centre provide information, advice and guidance for each of the 9 pathways. • All staff will have read only access to the Sentence Plan database to be able to encourage engagement. • We will introduce instructions for personal officer contact, which will include encouraging prisoners to identify the support that they need, sign posting to the relevant support available. This same information will be issued to prisoners on Induction and be available from the libraries. • We will continue to promote services through marketing events throughout the year, which will feature on the Reducing Reoffending Marketing Plan. • Virtual Campus use will be optimised with the introduction of referral forms and a Virtual Campus clinic on evenings and weekends that have peer support.	

Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement	• HMP Send's Statement of Purpose reflects our commitment to building a rehabilitative culture and is publicised in key places across the establishment to act as a reminder for all staff and prisoners of what is expected. All our internal correspondence including staff and prisoner notices carries this Statement which helps to ensure that it becomes embedded into fabric of the prison • We will take active measures to promote and improve understanding of the importance of demonstrating pro-social behaviours and attitudes at all levels, and use existing internal communication and line management arrangements to help embed effective practice and encourage a culture of continuous improvement • We have ensured there are clear links between the new Competency Framework, the prison, departmental and individual action plans as well as the more formal annual staff reporting mechanism to ensure there is consistency in the way we engage and support offenders. • We will measure the impact we are having through assessing trends in adjudications, IEP, violence management and MDT data and longer term through the findings from external scrutiny such as MQPL and HMIP visits**.** • A prisoner council exists, which is encouraged to highlight good practice across different units/departments within the prison – this enables us to identify where we may need to develop further, positive staff interaction with prisoners. • Our New Way",- In collaboration with the regional HRBP we are currently exploring how we might embed coaching principles into every day staff and staff/prisoner interactions to create a pro-social culture which values growth and learning in both staff and prisoners.	
Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	• Extensive OLASS curriculum that offers a core education provision which include Personal, Social development courses as well as vocational training. • St.Giles call centre provide information, advice and guidance for each of the 9 pathways. • National Career Service provides additional advice, support and encouragement to access services. • Jobcentre Plus Employment and Benefit Advisors – prisoners are given access for assistance re future job prospects or for support onto the DWP work programme and in applying for job seekers allowance. • Toe by Toe – peer mentoring reading scheme. • Contact details for existing community based services are maintained and accessible to all prisoners	• Co-commissioned National SFA • Co-commissioned local • Co-commissioned National NCS • Co-commissioned national contract - DWP • Co-commissioned local • Co-commissioned local

Prisoners can access services that enable them to manage housing needs created as a result of their custody.	• We wait the commissioning of a regional housing provider which will be a co-commissioned contract. • St.Giles call centre provide information, advice and guidance for each of the 9 pathways. Housing Information and Advice Services (HIAS) - St Giles Trust - housing benefit advice, maintaining/closing tenancy agreements, securing settled accommodation on release. Trained prisoners will deal with all housing issues especially the prevention of homelessness of prisoners on discharge. • Prisoner Housing Peer Advisors provide information, advice and guidance. There are 3 prisoner peer support advisors who take on individual client caseloads and complex cases are dealt with by the St.Giles' staff advisor for HMP Send.	
Prisoners can access services that enable them to seek settled and suitable housing for release.	• We wait the commissioning of a regional housing provider which will be a co-commissioned contract. • St.Giles call centre provide information, advice and guidance for each of the 9 pathways. Housing Information and Advice Services (HIAS) - St Giles Trust - housing benefit advice, maintaining/closing tenancy agreements, securing settled accommodation on release. Trained prisoners will deal with all housing issues especially the prevention of homelessness of prisoners on discharge. • Prisoner Housing Peer Advisors provide information, advice and guidance. There are 3 prisoner peer support advisors who take on individual client caseloads and complex cases are dealt with by the St.Giles' staff advisor for HMP Send	
Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	• HSBC account programme - Services that enable the opening and management of bank accounts • Womens' Wisdom - Enable prisoners to address any outstanding financial debts. • Womens' Wisdom - Enables prisoners to make contact and arrangements with creditors or dependents where payment schedules are likely to be affected. • Prisoners are provided with a debt advice pack • Prisoners are provided the contact details for existing community based debt management services	• Banking partnership with HSBC • Locally Commissioned provider
Prisoners can access available services which enable them to address their family welfare and family support needs.	• Family Visits - Good family and parental support for prisoners helps us to meet the core objectives of the National Offender Management Service. • Children Visits - Enables offenders to maintain family ties specifically allowing the opportunity to interact with young children in a less formal environment. Instils positive behaviour as prisoners must be enhanced. • Therapeutic Community Visits - Good family and parental support for prisoners (TC members) helps us to meet the core objectives of the National Offender Management Service. • Prisoners' immediate families are invited and encouraged to contribute to sentence and resettlement planning objectives • Prisoners are signposted to community based services that support prisoners families • Send Family Link are a charity that run our visitors centre and provide support to the prisoners families.	• Locally commissioned services

Prisoners have equivalence of access to health services in custody as in the community.	• On reception, prisoners current health needs assessment is reviewed, prisoners are subsequently signposted and supported in tackling any additionally identified needs • Prisoners are provided the contact details for existing community health related services • Prisoners have access to Primary and Secondary health services, including mental health services, commissioned through Health including: Doctor-GP service, Dentist, Nursing care, Optician, Physiotherapy • On reception, prisoners undergo a health needs assessment, prisoners are subsequently signposted and supported in tackling any identified needs. • Prisoners are provided the contact details for existing community health related services • Prisoners with urgent or severe social care needs are referred for further assessment	• National Co-commissioned NHS England • Local Authority Director Public Health Co-commissioned • Locally Co-commissioned
Prisoners can access treatment, services, advice and support around drug and alcohol needs.	• Virgin Care on reception, all prisoners have an individual health assessment. Essential immediate clinical needs are met. Stabilisation, detoxification and observation are undertaken as appropriate. • Virgin Care ongoing clinical and psychosocial support is provided based upon the needs of the prisoner. • The prison is engaged with Virgin Care, Lloyds Pharmacy - NHS England in order to ensure that prisoner needs are understood and the commissioning strategy is suitable. • Prisoners have access to the contact details for services that can support them with their drug and alcohol needs • **RAPt** - Rehabilitation of Addicted Prisoners Trust (RAPt) Accredited Rehabilitation of Addicted Prisoners Trust (RAPt) aims to highlight loss of control over an individual's substance use, offending and other areas of life and develops a commitment to change whilst gaining the support of a higher power. Follows the 12 step NA fellowship programme.	• National Co-commissioned NHS England • Local Authority Director Public Health Co-commissioned • Co-commissioned as appropriate • local Commissioned / Co-commissioned
Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.	• HMP Send recognises that disclosing information relating to being a victim of domestic violence, rape or abuse can be extremely difficult and traumatic for prisoners. All staff have been trained to respond sensitively when prisoners disclose information and have been made aware of how to refer prisoners to appropriate services. • Prisoners are provided the contact details and enabled to engage with existing appropriate community based services that support victims of domestic violence, rape or abuse	Local Authority Co-commissioned
Prisoners who have been sex workers can access services that offer them advice and support.	. • HMP Send recognises that disclosing information relating to being a sex worker can be extremely difficult for prisoners. All staff have been trained to respond sensitively when prisoners disclose information and have been made aware of how to refer prisoners to appropriate services • Prisoners are provided the contact details and enabled to engage with existing appropriate community based services that support sex workers	Local Authority Co-commissioned

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** • 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** • 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** • 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	**250** (at the time of the data being extracted on 31ST March 2013)	• **Therapeutic Community** - Therapeutic Community is structured around a dedicated multi-disciplinary team working with small therapy groups and community meetings in a total immersion programme. It is a behavioural programme for medium to high risk offenders centred on offending and substance misuse. May also be called DTC Democratic/Drug Therapeutic Community. The DTC gathers suitable prisoners from both the population at Send and the wider regional and national population. This is also true of the PIPE, which is due for expansion during the coming year to 40 places and the addition of a pre-PIPE. • **Psychologically informed planned environment (PIPE)** - The PIPE approach draws from a number of theoretical models, with a core focus throughout of relating and relationships. Through consideration of the social environment, PIPEs are supported by the implementation of psychologically informed practice and the inclusion of planned, structured elements. These are designed to respond to the forensic and institutional context of the host organisation. This additionally supports the development of a pathway for offenders with complex needs. The DTC gathers suitable prisoners from both the population at Send and the wider regional and national population. This is also true of the PIPE, which is due for expansion during the coming year to 40 places and the addition of a pre-PIPE. • **RAPt** - Rehabilitation of Addicted Prisoners Trust (RAPt) Accredited Rehabilitation of Addicted Prisoners Trust (RAPt) aims to highlight loss of control over an individual's substance use, offending and other areas of life and develops a commitment to change whilst gaining the support of a higher power. Follows the 12 step NA fellowship programme.	• **TC** – 24 • **PIPE** – 40 • **RAPt** – 20 • **AA** = group size of 20, 1 session each week, 52 groups per year, accessible to all interested offenders. • **NA** = group size of 15, 1 session each week, 52 groups per year, accessible to all interested offenders. • **CA** = group size of 20, 1 session each week, 52 groups per year, accessible to all interested offenders • **Smoking cessation** = 1 group each week in healthcare • **Bereavement** = group size of 12, 6 sessions to complete, 3 groups per year. Accessible to all interested offenders • **Watts Gallery** = group of 12, 1 session each week

		• **BIPA** – Brief Intervention Programme Alcohol • **Alcoholics Anonymous Groups** – to maintain abstinence from alcohol • **Narcotics Anonymous Groups** – to maintain abstinence from narcotics • **Cocaine Anonymous** - to maintain abstinence from Cocaine. • **Smoking Cessation Support Groups** – to provide support and develop abstinence from smoking delivered by the current provider Virgin Care. • **Bereavement (Living With Loss)** - To enable those dealing with loss issues (including but not limited to bereavement) to understand and deal with emotional consequences, promoting emotional wellbeing, and positive attitudes and thinking • Watts Gallery - A local partnership which provides an Artist in Residence to support self-expression and learning through the creative arts. • **Counselling Support** - Counselling Aims to support prisoners who are traumatised by a life event - Surrey & Borders Partnership NHS Trust • **Induction** - The Induction programme provides prisoners new to HMP Send information that will help them to settle in at Send and to identify the facilities available to them. This includes interventions that will be suitable in relation to sentence plans • **St.Giles call centre** provide information, advice and guidance for each of the 9 pathways. To be a hub of support for women from other establishments as well as HMP Send's and signpost remand and sentenced prisoners in need of further support in any area. NVQ Level 3 in Information, Advice and Guidance is also taught to women working within the call centre. Housing Information and Advice Services (HIAS) - St Giles Trust - housing benefit advice, maintaining/closing tenancy agreements, securing settled accommodation on release. Trained prisoners will deal with all housing issues especially the prevention of homelessness of prisoners on discharge. • **Job Centre Plus** - Job Centre Plus provides pre release interviews, job searches for prisoners, organises fresh start appointments and provides employment and benefit entitlement related advice for all prisoners to ensure they are able to access those benefits on release. Prisoners are seen on induction, during sentence and pre release. • **Listeners** - Peer Support for people in distress, despair, feeling depressed, vulnerable, suicidal or likely to self-harm, by providing confidential emotional support through non-judgmental listening in times of crisis. Listeners have received Samaritans approved training. • **Making Sense of Forgiveness** - Level 2 OCR Interpersonal skills: the course is designed for those people whose anger against specific people, or unconstructive guilt issues, impedes their personal development. Objectives also include both the awareness and development of interpersonal skills including body language, assertiveness, time keeping etc. • **New Leaf (Surrey Youth Support Service) -** Offending behaviour reduction through peer mentoring. Surrey Youth Support Service New Leaf - Divert under 18's away from the CJS - Prisoners on the New Leaf team share their	accessible to all interested offenders • **Counselling Support** = group size of 1, 10 sessions to complete, 5 groups per year. Accessible to all assessed offenders • **Induction** = 3 session each week accessible to all offenders. • **St.Giles** = 9 sessions each week, accessible to all offenders. • **Job Centre Plus** = 3 session each week accessible to all offenders. • **Listeners =** Accessible to all offenders. • **Making Sense of Forgiveness** = group size of 10, 6 sessions to complete, 3 groups per year. Accessible to all assessed offenders. • **New Leaf =** group size of 5, 11 sessions to complete, 2 groups per year. Accessible to all assessed offenders. • **Storybook Mums =** Accessible to all assessed offenders. • **London College of Fashion =** Accessible to all offenders. • **Psychotherapy =** group size of 1, 10 sessions to complete, 30 groups per year. Accessible to all assessed offenders • **Toe By Toe =** Accessible to all offenders. • **Alpha Course =** group size of 12, 8 sessions to complete, 1 groups per

		personal experiences with the young people who attend the workshops. This helps the prisoners to reflect on their own previous offending behaviour and reinforces the lessons they have learnt. It is targeted at young people who are either in the criminal justice system or at risk of entering it. • **Storybook Mums** Parental contact **-** Mothers Relationships with children. Maintains family ties between prisoners and their children through the production of story CDs which are read, recorded and edited by prisoners and sent to their children. • **London College of Fashion** - London College of Fashion provide structured projects which result in published magazines (creative media). This intervention is offered to all offenders, particularly those with self-harm and self-image issues and those who have previously struggled to access mainstream education. • **Psychotherapy** - Psychotherapy Aims to support prisoners who are traumatised by a life event. • **Toe By Toe** Reading scheme - Peer mentoring programme which encourages and supports prisoners who can read to give one-to-one tuition to prisoners who struggle to read. • **Alpha Course** Religious study and faith awareness - A To increase knowledge, understanding and awareness of Christian Faith teaching and to impact on personal attitudes and thinking and relating abilities with selves and with others, to increase self awareness, and to improve personal dignity. • **Christian teaching** (Beginners) Religious study and faith awareness - To increase knowledge, understanding and awareness of the Christian faith, leading to impacting on personal attitudes, thinking, behaviour, self-understanding and interpersonal relationships • **Christian teaching** (Advanced) Religious study and faith awareness - To increase knowledge, understanding and awareness of the Christian faith, leading to impacting on personal attitudes, thinking, behaviour, self-understanding and interpersonal relationships. • **Islamic teaching** Religious study and faith awareness - To increase knowledge, understanding and awareness of the Quran and the Islamic faith, leading to impacting on personal attitudes, thinking, behaviour, self-understanding and interpersonal relationships. • **Catholic teaching** Religious study and faith awareness - To increase knowledge, understanding and awareness of the Roman Catholic faith, leading to impacting on personal attitudes, thinking, behaviour, self-understanding and interpersonal relationships. • **Making Connections** Resettlement - 1:1 mentoring prior to release to assess expectations & prepare for release, address anxieties, and develop personal strategies to cope with anticipated issues. Accessing the support services that exist within HMP Send and outside. Through the gate support with transport and connection to ongoing community mentoring & other support. • **DBT** The Phoenix Programme - Specialist 6 month DBT programme for women with Personality Disorder who self harm. Surrey & Borders	year. Accessible to all offenders. • **Christian teaching Beginners** = group size of 10, 1 groups per year. Accessible to all offenders. • **Christian teaching Advanced** = group size of 10, 1 groups per year. Accessible to all offenders. • **Islamic teaching =** group size of 10, 1 groups per year. Accessible to all offenders. • **Catholic teaching =** group size of 12, 1 groups per year. Accessible to all offenders. • **Making Connections** = group size of 1, 12 sessions to complete, 52 groups per year. Accessible to all offenders. • **DBT =** group size of 1, 52 sessions to complete, 12 groups per year. Accessible to all assessed offenders. • **Sycamore Tree =** group size of 20, 6 sessions to complete, 3 groups per year. Accessible to all assessed offenders. • **Women In Prison** = Accessible to all offenders. • **Reading Book Club =** Accessible to all offenders. • **Maths Mentors =** Accessible to all offenders.

		Partnership NHS Trust. • **Sycamore Tree** Victim awareness programme - To alter thinking, attitudes and behaviour particularly towards victims of crime. OCN L1/2 award. • **Women In Prison** - This organisation offer employment, education and training support to offenders in preparation for release. • **Reading Book Club** - A monthly book reading group for offenders which encourages the development of reading and thinking skills. • **Maths Mentors** Maths scheme - Peer mentoring programme which encourages and supports prisoners by providing one-to-one tuition to prisoners who struggle to with maths. **<u>OLASS and other accredited provision:</u>** • A4e deliver - Functional Skills English Entry level 1,2 & 3, Level 1&2 • A4e deliver - Functional Skills Maths Entry level 1,2 & 3, Level 1&2 • A4e deliver - Certificate for IT Users (CLAiT) – ITQ Level 1,2,&3 • A4e deliver - Improving Assertiveness & Decision Making Entry level 3 & Level 1 • A4e deliver - Employability skills – Personal Information Level 1 • A4e deliver - Employability skills – Financial Capability Level 1 • A4e deliver - Employability skills – Interview techniques Level 1 • A4e deliver - Healthy Living Level 1 • A4e deliver - Family Relationship Level 1 • A4e deliver - Understanding an Enterprise Level 1 • A4e deliver - Certificate in ESOL Skills for life Entry level 1,2 & 3, Level 1&2 • A4e deliver - Creative Techniques – Design Level 1 • A4e deliver - Domestic Cookery Level 1&2 • A4e deliver - Distance Learning Level 1,2,3&4 • A4e deliver - Customer Services Level 1&2 • A4e deliver - Academic Induction • A4e deliver - Business Administration NVQ Level 1,2&3 • A4e deliver - Award in Administration – Creating Business Documents Level 1 • A4e deliver - Award in Beauty Therapy Level 1,2&3 • A4e deliver - QCF Horticulture Level 2 • A4e deliver - VRQ Professional Cookery Level 1&2 • A4e deliver - Creative Techniques – Textiles Level 1&2 • St.Giles delivers – NVQ Information Advice & Guidance Level 1, 2&3 in the St.Giles Call Centre. • HMPS deliver - QCF Horticulture Level 1in Land based Activities • HMPS deliver - Health & Safety at Work Level 1 Land based Activities • HMPS deliver - QCF Hairdressing Level 1&2 in the Hair Salon • HMPS deliver – Gym Instructor Level 1,2&3 in the Gym • HMPS deliver – Emergency First Aid at Work Level 2 in the Gym • HMPS deliver – Healthy Lifestyle Level 1in the Gym	

		• HMPS deliver – Defib Level 2 in the Gym	
Sexual Offenders	**5** (2%) sexual **1 are Low OSP** of whom: 1 with Low OGRS **3 are Medium OSP** of whom: 3 with Low OGRS **1 are High OSP** of whom: 1 with Medium OGRS	• **Therapeutic Community** - Therapeutic Community is structured around a dedicated multi-disciplinary team working with small therapy groups and community meetings in a total immersion programme. It is a behavioural programme for medium to high risk offenders centred on offending and substance misuse. May also be called DTC Democratic/Drug Therapeutic Community. The DTC gathers suitable prisoners from both the population at Send and the wider regional and national population. This is also true of the PIPE, which is due for expansion during the coming year to 40 places and the addition of a pre-PIPE. • There are a small number of sexual offenders with medium or higher OSP and with more than a year left to serve. The DTC has started to allow sexual offenders under the selection criteria. For those not suitable for the DTC the expectation would be for those prisoners to be assessed and recommended for referral to one to one (women's framework) referral to Probation or Psychology • **Psychologically informed planned environment (PIPE)** - The PIPE approach draws from a number of theoretical models, with a core focus throughout of relating and relationships. Through consideration of the social environment, PIPEs are supported by the implementation of psychologically informed practice and the inclusion of planned, structured elements. These are designed to respond to the forensic and institutional context of the host organisation. This additionally supports the development of a pathway for offenders with complex needs. The DTC gathers suitable prisoners from both the population at Send and the wider regional and national population. This is also true of the PIPE, which is due for expansion during the coming year to 40 places and the addition of a pre-PIPE. • The DTC gathers suitable prisoners from both the population at Send and the wider regional and national population. This is also true of the PIPE, which is due for expansion during the coming year to 40 places and the addition of a pre-PIPE. • For those offenders convicted of a sexual offence where need and OSP scores are indicated, assessment and 1-2-1 work will be requested via Greater London Psychological Services or probation.	

Violent offenders	**127** (51%) violent **69 are Low OVP** of whom: 46 with Low OGRS 16 with Medium OGRS 7 with High OGRS **24 are Medium OVP** of whom: 5 with Medium OGRS 16 with High OGRS 3 with Very High OGRS **1 are High OVP** of whom: 1 with High OGRS **33 of those have no OASys** of whom: 15 are Low OGRS 10 are Medium 6 are High and 2 are Very High	• There are no prisoners with high or very high OVP scores with more than a year left to serve • Where **OASys** has not already been completed, 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). • We will take **OVP** into consideration when targeting activities and services for violent offenders. • Where we have violent Offenders with an **OVP score above 60%** and long enough left to serve, we will assess them in order to recommend work to address their needs and risk. Where available, that work will be undertaken at HMP Send; where it is not, moves will be made to transfer to another establishment" • **DV offenders:** we will further assess all offenders with a DV flag on OASys, using SARA. Where their risk is above 'low' we will assess their suitability for a DV intervention and transfer them to an establishment that is suitable. • For those DV offenders that are high risk on the SARA assessment, we will also prioritise offenders from this group for higher intensity risk management including monitoring of visits, effective sharing of intelligence with external partners, and, where necessary monitoring of correspondence.	
Indeterminate Sentenced Prisoners (ISPs)	**80** (32%) ISP **37 are Low OGRS** of whom: 37 are violent **24 are Medium OGRS** of whom: 20 are violent 4 are Robbery **18 are High OGRS** of whom: 11 are violent 6 are Robbery 1 are Acquisitive **1 are Very High OGRS** of whom: 1 are violent	• OMU • Sycamore course • 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 around key events such as preparing for moves to open conditions. 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). • Bi-annual one to one case management sessions will be staged around key events in their sentence will focus on preparing for/consolidating learning from a programme, reviewing progress, addressing any setbacks, and helping the offender plan next steps. • Offenders who are approaching earliest release date offenders will be prioritised for access to interventions although consideration on a case by case basis where this means that a determinate prisoner could be released without treatment.	

Low likelihood of any reconviction OGRS 0-24%	**110** (44%)	**Assessment: (over 12 months**) **and risk management**– we will ensure all prisoners have up to date OASys that are Quality assured and adequately reflects risk. Risk management is assessed through prisoner engagement with ROTL, HDC and re-categorisation. **Low intensity case management** - We are putting in place an approach based on 'every contact matters' to ensure that all staff who have contact with offenders understand their role in contributing to rehabilitation. This will form the basis of contact with all our prisoners, especially for low risk offenders. We will refer all offenders within this OGRS group to the core offer at table 4a We are due to implement a **Sentence Plan and Sequencing** system by February 2014. We will introduce a Sentence Plan database that will sequence activities and interventions for our prisoners. This will collate the Sentence Plan Objectives for each of the women of HMP Send but also serve as a live Needs Analysis to evidence the needs of our population. It will identify the need for Offending Behaviour Programme, Education, Employment Placements and Pathway Support for each individual, which in turn will create waiting lists. The Activities Department will use this information to allocate the prisoners to the relevant Sentence Plan objectives in the priority order identified by the Offender Supervisors. This will ensure effective partnership working 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.	
Medium likelihood of any reconviction OGRS 25-49%	**68** (27%)	**Assessment: (over 12 months**) **and risk management**– we will ensure all prisoners have up to date OASys that are Quality assured and adequately reflects risk. Risk management is assessed through prisoner engagement with ROTL, HDC and re-categorisation. **Low intensity case management** - We are putting in place an approach based on 'every contact matters' to ensure that all staff who have contact with offenders understand their role in contributing to rehabilitation. This will form the basis of contact with all our prisoners, especially for low risk offenders. We will refer all offenders within this OGRS group to the core offer at table 4a We are due to implement a **Sentence Plan and Sequencing** system by February 2014. We will introduce a Sentence Plan database that will sequence activities and interventions for our prisoners. This will collate the Sentence Plan Objectives for each of the women of HMP Send but also serve	

		as a live Needs Analysis to evidence the needs of our population. It will identify the need for Offending Behaviour Programme, Education, Employment Placements and Pathway Support for each individual, which in turn will create waiting lists. The Activities Department will use this information to allocate the prisoners to the relevant Sentence Plan objectives in the priority order identified by the Offender Supervisors. This will ensure effective partnership working 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.	
High likelihood of any reconviction OGRS 50- 74%	**57** (23%)	**Assessment: (over 12 months**) **and risk management**– we will ensure all prisoners have up to date OASys that are Quality assured and adequately reflects risk. Risk management is assessed through prisoner engagement with ROTL, HDC and re-categorisation. **Medium intensity case management** - We are putting in place an approach based on 'every contact matters' to ensure that all staff who have contact with offenders understand their role in contributing to rehabilitation. This will form the basis of contact with all our prisoners. One to one offender supervision will be provided for this segment. Offenders subject to the highest levels of risk management, which include monitoring of communications and discussion at inter-departmental risk management meetings, will be prioritised for the most intensive levels of support and interventions by offender supervisors. We will refer all offenders within this OGRS group to the core offer at table 4a We are due to implement a **Sentence Plan and Sequencing** system by February 2014. We will introduce a Sentence Plan database that will sequence activities and interventions for our prisoners. This will collate the Sentence Plan Objectives for each of the women of HMP Send but also serve as a live Needs Analysis to evidence the needs of our population. It will identify the need for Offending Behaviour Programme, Education, Employment Placements and Pathway Support for each individual, which in turn will create waiting lists. The Activities Department will use this information to allocate the prisoners to the relevant Sentence Plan objectives in the priority order identified by the Offender Supervisors. This will ensure effective partnership working 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.	

Very high likelihood of any reconviction OGRS 75-89%	**15** (6%)	**Assessment: (over 12 months**) **and risk management**– we will ensure all prisoners have up to date OASys that are Quality assured and adequately reflects risk. Risk management is assessed through prisoner engagement with ROTL, HDC and re-categorisation. **High intensity case management** - We are putting in place an approach based on 'every contact matters' to ensure that all staff who have contact with offenders understand their role in contributing to rehabilitation. This will form the basis of contact with all our prisoners. One to one offender supervision will be provided for this segment. We will particularly 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. 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**.** Offenders subject to the highest levels of risk management, which include monitoring of communications and discussion at inter-departmental risk management meetings, will be prioritised for the most intensive levels of support and interventions by offender supervisors. We will refer all offenders within this OGRS group to the core offer at table 4a We are due to implement a **Sentence Plan and Sequencing** system by February 2014. We will introduce a Sentence Plan database that will sequence activities and interventions for our prisoners. This will collate the Sentence Plan Objectives for each of the women of HMP Send but also serve as a live Needs Analysis to evidence the needs of our population. It will identify the need for Offending Behaviour Programme, Education, Employment Placements and Pathway Support for each individual, which in turn will create waiting lists. The Activities Department will use this information to allocate the prisoners to the relevant Sentence Plan objectives in the priority order identified by the Offender Supervisors. This will ensure effective partnership working 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.	
Extremely high likelihood of any reconviction (prolific)	**0** (0%)	**Assessment: (over 12 months**) **and risk management**– we will ensure all prisoners have up to date OASys that are Quality assured and adequately reflects risk. Risk management is assessed through prisoner engagement with ROTL,	

OGRS 90-100%		HDC and re-categorisation. **High intensity case management** - We are putting in place an approach based on 'every contact matters' to ensure that all staff who have contact with offenders understand their role in contributing to rehabilitation. This will form the basis of contact with all our prisoners. One to one offender supervision will be provided for this segment. We will particularly 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. 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**.** Offenders subject to the highest levels of risk management, which include monitoring of communications and discussion at inter-departmental risk management meetings, will be prioritised for the most intensive levels of support and interventions by offender supervisors. We will refer all offenders within this OGRS group to the core offer at table 4a We are due to implement a **Sentence Plan and Sequencing** system by February 2014. We will introduce a Sentence Plan database that will sequence activities and interventions for our prisoners. This will collate the Sentence Plan Objectives for each of the women of HMP Send but also serve as a live Needs Analysis to evidence the needs of our population. It will identify the need for Offending Behaviour Programme, Education, Employment Placements and Pathway Support for each individual, which in turn will create waiting lists. The Activities Department will use this information to allocate the prisoners to the relevant Sentence Plan objectives in the priority order identified by the Offender Supervisors. This will ensure effective partnership working 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.	

Table 5: Accredited Programmes provided in the establishment		
Does this establishment deliver NOMS Commissioned accredited programmes?		Yes
Name of accredited programme	**Number of agreed starts** (expected for 2014-15)	**Number of agreed completions** (planned total for 2014-15)
Living Skills Programmes		
Democratic Therapeutic Communities **(DTC)**	24	9
Grand Total	**24**	**9**

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)**
	To submit Send to be considered for assessment to be an Enabling Environment	No
3a	HMP Send shall aim to maintain its full capacity of 24 residents participating in the TC, with four graduates and four in assessment on the Unit during 2014-2015. This will involve a streamlining of the assessment procedures but will rely on the engagement of other establishments within the female estate.	Yes
3a	HMP Send shall aim to increase the number of participants in PIPE to 40 by March 2015. This is a big challenge but will allow the whole of A wing to be filled with PIPE clients. We will aim for an increase to 30 women by December 2014 and 40 by March 2015. This would require training and funds for staff to be available on KUF (Knowledge & Understanding Framework Training)	Yes
2h	HMP Send will develop an income generation project via the Horticultural Department which involves growing and selling cut flowers to local florists. This project has various stages but the initial project will be operational by June 2014.	Yes
2h	Establish partnership with CLINKS in the growing of vegetables for the CLINK restaurants throughout the prison estate by December 2014.	Yes
6d	HMP Send will establish a wing based BICS workshop for by September 2014 to deliver accreditations for women in line with national data regarding employment opportunities on release. This will be subject to gaining access to set up funding and recruitment of staff.	Yes
2c	HMP Send will work in partnership with local commissioners to establish new drug services which meet the needs of women offenders as identified in the most recent needs assessment.	Yes
6a	HMP Send will ensure that any recommendations related to the identification, assessment and management of extremist offenders which are identified in year are implemented within reasonable timescale.	Yes

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	
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	No	Go live April/May 2014
39	Deliver Accredited Programmes	Yes	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

Table 7c: Service Options, above the national minimum		
(which are commissioned under this SLA)		
Service specification	**Output(s) commissioned**	**Service Option Commissioned [YES / N0]**
Cell & Area Searching	A risk assessed programme of routine area searching is agreed, documented and completed correctly. **HSE only**	N/A
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.	No
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.	No
Visits - Services for Visitors	There are facilities for children to play whilst waiting to visit a prisoner.	Yes
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.	No
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.	*Yes*

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	

8. Activity Places (Work and Prison Services)

Table 8a: Agreed Activity Allocations Places										
INDUSTRIES (ONE3ONE)	**SEND**									
INDUSTRY SERVICE CODE	**WORKSHOP NAME**	**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 - Land Based Activities	Industries Land based Activities	30	3	28.50	£0	£0	£0	£0	£0	£0
Industries - Other Workshop	Industries - Other Workshops - Card Workshop	8	1	28.50	£10,000	£0	£0	£0	£0	£0
Total		**38**	**4**		**£10,000**	**£0**	**£0**	**£0**	**£0**	**£0**

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		tbc	
HU2 Wing Activities			
HU3 Wing Activities			
HU4 Wing Activities			
HU5 Wing Activities			
HU6 Wing Activities			
Kitchen			
Orderly Cleaners			
Recycling Activity			
Weekend Activity			
Works Department			
Wing Cleaning			
Other Occupations			
Sub total			

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	Functional Skills English Entry level 1,2 & 3, Level 1&2	Room capacity (6) x Sessions per week (7) x number of operational weeks (50) **Total = 2100**	
	Functional Skills Maths Entry level 1,2 & 3, Level 1&2	Room capacity (8) x Sessions per week (4) x number of operational weeks (50) **Total = 1600**	
Core Education Classes	Certificate for IT Users (CLAiT) – ITQ Level 1,2,&3	Room capacity (8) x Sessions per week (14) x number of operational weeks (50) **Total = 5600**	
	Improving Assertiveness & Decision Making Entry level 3 & Level 1	Room capacity (6) x Sessions per week (1) x number of operational weeks (50) **Total = 300**	
	Employability skills – Personal Information Level 1	Room capacity (6) x Sessions per week (1) x number of operational weeks (50) **Total = 300**	
	Employability skills – Financial Capability Level 1	Room capacity (6) x Sessions per week (1) x number of operational weeks (50) **Total = 300**	
	Employability skills – Interview techniques Level 1	Room capacity (6) x Sessions per week (1) x number of operational weeks (50) **Total = 300**	
	Healthy Living Level 1	Room capacity (6) x Sessions per week (1) x number of operational weeks (50) **Total = 300**	
	Family Relationship Level 1	Room capacity (6) x Sessions per week (1) x number of operational weeks (50) **Total = 300**	

	Understanding an Enterprise Level 1	Room capacity (6) x Sessions per week (1) x number of operational weeks (50) **Total = 300**	
	Certificate in ESOL Skills for life Entry level 1,2 & 3, Level 1&2	Room capacity (6) x Sessions per week (1) x number of operational weeks (50) **Total = 300**	
	Creative Techniques – Design Level 1	Room capacity (8) x Sessions per week (4) x number of operational weeks (50) **Total = 1600**	
	Domestic Cookery Level 1&2	Room capacity (6) x Sessions per week (6) x number of operational weeks (50) **Total = 1800**	
	Distance Learning Level 1,2,3&4	Room capacity (7) x Sessions per week (1) x number of operational weeks (50) **Total = 350**	
	Customer Services Level 1&2	Room capacity (8) x Sessions per week (9) x number of operational weeks (43) **Total = 3096**	
Education Induction Assessment	Academic Induction	Room capacity (no limit so on average 6) x Sessions per week (2) x number of operational weeks (50) **Total = 600**	
Education leading to accreditation			
PE Leading to QCA Qualifications	HMPS deliver – Gym Instructor Level 1,2&3	Room capacity (10) x Sessions per week (4) x number of operational weeks (50) **Total = 2000**	
	HMPS deliver – Emergency First Aid at Work Level 2	Room capacity (10) x Sessions per week (1) x number of operational weeks (50) **Total = 500**	
	HMPS deliver – Healthy Lifestyle Level 1	Room capacity (10) x Sessions per week (4) x number of operational weeks (50) **Total = 2000**	
	HMPS deliver – Defib Level 2	Room capacity (10) x Sessions per week (1) x number of operational weeks (50) **Total = 500**	
Skills training leading to Accreditation (Vocational Training)	Business Administration NVQ Level 1,2&3	Room capacity (8) x Sessions per week (9) x number of operational weeks (50) **Total = 3600**	
	Award in Administration – Creating Business Documents Level 1	Room capacity (8) x Sessions per week (2) x number of operational weeks (50) **Total = 800**	

	Award in Beauty Therapy Level 1,2&3	Room capacity (8) x Sessions per week (9) x number of operational weeks (43) **Total = 3096**	
	QCF Horticulture Level 2	Room capacity (10) x Sessions per week (8) x number of operational weeks (50) **Total = 4000**	
	VRQ Professional Cookery Level 1&2	Room capacity (6) x Sessions per week (9) x number of operational weeks (43) **Total = 2322**	
	Creative Techniques – Textiles Level 1&2	Room capacity (6) x Sessions per week (4) x number of operational weeks (50) **Total = 1200**	
	St.Giles deliver – NVQ Information Advice & Guidance Level 1,2&3	Room capacity (8) x Sessions per week (1) x number of operational weeks (26) **Total = 208**	
	HMPS deliver - QCF Horticulture Level 1	Room capacity (10) x Sessions per week (8) x number of operational weeks (50) **Total = 4000**	
	HMPS deliver - Health & Safety at Work Level 1	Room capacity (10) x Sessions per week (1) x number of operational weeks (20) **Total = 200**	
	HMPS deliver - QCF Hairdressing Level 1&2	Room capacity (8) x Sessions per week (9) x number of operational weeks (50) **Total = 3600**	
ROTL	ROTL	50x Sessions per week (10) x number of operational weeks (52) **Total = 26000**	
Prison Induction Courses/Interviews			
Other (employment opportunities)	Orderly positions	9	
	KeepOut Crime Diversion Scheme	6	
	Kitchens	30	
	Cleaners & Laundry	21	
	Library	6	
	Stores & Laundry	3	

	Reception & Sendsations clothing shop	2	
	Painting	3	
	Textiles Workshop	6	
	Education Assistant	1	
	Housing Advice	2	
	St.Giles Information, Advice & Guidance call centre	1 in addition to those who are undertaking the NVQ	
	Rapt (20 + 4 peer supporters)	24	
		* Please note that Education runs peripatetically across the establishment within workshops. Women have access to dedicated Education delivery alongside their work placement.	
		* Please note TC and PIPE not listed separately as they all have jobs in addition to their therapy placement	
Sub total			
Table 8 Total			

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	6h 15m	1h 15m	0h 15m	2h 00m	1h 00m	10h 45m
Tue	6h 15m	1h 15m	0h 15m	2h 00m	1h 00m	10h 45m
Wed	6h 15m	1h 15m	0h 15m	2h 00m	1h 00m	10h 45m
Thu	6h 15m	1h 15m	0h 15m	2h 00m	1h 00m	10h 45m
Fri	3h 30m	3h 00m	0h 15m	1h 00m	0h 30m	8h 15m
Sat	0h 00m	7h 00m	0h 15m	1h 00m	0h 00m	8h 15m
Sun	0h 00m	7h 00m	0h 15m	1h 00m	0h 00m	8h 15m

5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	5h 42m	1h 36m	0h 15m	1h 48m	0h 54m	10h 15m

7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	4h 04m	3h 08m	0h 15m	1h 34m	0h 38m	9h 40m

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																		100.00 %
		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 %	90.00 %
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
		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	0	0	0	0	0	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)	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 %	
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 BME Score																		
		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 - 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
		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
CU057a	Self Harm Audit (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	3.40
		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

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	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	2.79
		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	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	2.92
		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	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	2.58
		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 F 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 Treatment Programme (SOTP)																		942

	Completions																		
CU021	Offending Behaviour Programme (OBP) Completions												9.00	9.00				9.00	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	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 %	
CU014	Training / Education on Discharge	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	
CU015	Employment on Discharge	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	
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