



National Offender
Management Service

**Annex to High Security Estate
Service Level Agreement
for Prison Services Commissioned
by the National Offender
Management Service from the
Public Sector Provider**

Between

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

Her Majesty's Prison Service

for

HMP Wakefield

Local Establishment Annex 2014-15

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This document is the Local Establishment Annex 2014-15 to the High Security Estate 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 Wakefield
Establishment type	High Security Dispersal
Specialist function	Close Supervision Centre, SOTP
Security Category / Categories:	Category A or lower/ Young Adults suitable for closed conditions or lower including Restricted Status
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	749
Operational Capacity	750

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:	Male prisoners only
Age:	Adults (21 and over) and starred up and Restricted status Young Adults (18-21)
Security Category:	Category A or lower/ Young Adults suitable for closed conditions or lower including Restricted Status
Sentence Status:	Sentenced prisoners (High risk remands held)
Sentence Length / Type:	All Cat As, Cat B Prisoners sentenced to 10 years or more, including IPPs with a tariff of 5 years or more Minimum 5 year tariff (IPP/Life) or 10 year determinate sentence
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
<p><i>HMP Wakefield is a High Security dispersal prison holding male prisoners aged 21 and over. The population is mainly comprised of indeterminate prisoners with a substantial number of longer sentenced determinate prisoners. This establishment is a national resource and holds prisoners from any region according to operational need. This establishment has a Close Supervision Centre. o HMP Wakefield will receive High Security remand prisoners as required.</i></p> <p><i>As a dispersal prison will receive Adult sentenced prisoners from courts in any regions, allocations will predominantly come sentenced at courts in Yorkshire and Humber and surrounding regions.</i></p>

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	7	3	0	0	0	4	14
Prisoners sentenced to less than 12 months	0	0	0	0	0	0	0
Determinate prisoners serving 12 months or more but less than 4 years	0	1	0	0	0	0	1
Determinate prisoners serving more than 4 years	13	246	0	0	0	0	259
Indeterminate prisoners	131	338	0	0	0	0	469
Determinate and indeterminate Recallees	0	7	0	0	0	0	7
Non-criminals	0	0	0	0	0	0	0
Resettlement	N/A	N/A	N/A	N/A	N/A	N/A	0
Discretionary	N/A	N/A	N/A	N/A	N/A	N/A	0
Total	151	595	0	0	0	4	750
Resettlement	No	Reset %		NA	Reset No.		NA
Specialist Function	Close Supervision Centre, SOTP						

SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions	
CI Title & No.	Response to Commissioning Intention
Theme 1. ENHANCE PUBLIC PROTECTION AND ENSURE A SAFE, DECENT ENVIRONMENT AND REHABILITATIVE CULTURE	
1(a) There is a sense of purpose in relation to rehabilitation, desistance and progression through a sentence which is shared and understood by all who work with offenders	<p>HMP Wakefield will prioritise prisoner rehabilitation as core, everyday business, including:</p> <ul style="list-style-type: none"> ▪ Management will support a rehabilitative culture; including ensuring there is a visible, shared focus on positive change and progression. This will be achieved through business planning, briefings, written communications, staff roles & interactions and responsibilities. ▪ Managers and staff are aware and understand the factors which impact on reoffending and desistance. These are identified through Case Officer Interactions, Sentence Plan and OASys reports and 'every contact matters' with prisoners. ▪ Potentially imprisonment may have a negative impact on desistance and it is incumbent on staff to encourage prisoners to positively engage in the prison regime and to rehabilitation. ▪ The establishments most recent HMIP for resettlement scored a 2 which gives room for improvement in this area. The establishment will be working towards the HMIP expectations document and working through the last action plan to ensure improvement in both output and prisoner perceptions. ▪ MQPL was scored low at the last visit. Significant work has been undertaken to improve prisoner's perceptions in their safety and decency – this has included significant and in-depth consultation exercises with prisoners by Bradford and Cambridge universities. The senior management of the establishment are working through the recommendations of the report and the MQPL dimensions and statements. These are communicated to prisoners and staff and progression and development will be monitored through actions on the Consolidated Action Plan. ▪ The establishment will locally develop initiatives to strengthen staff/prisoner relationships through 'every contact matters'. Management checks and overview of these initiatives will ensure the rehabilitative message is being delivered. ▪ Activity allocation will take into account sentence plan targets relating to rehabilitation when assigning a prisoner a place of employment and education. ▪ HMP Wakefield holds Lifer/ISPP forums on a quarterly basis. Prisoners are encouraged to raise issues that

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	<p>specifically impact on this group and staff actively looks to resolve them where appropriate. The Lifer representatives who attend these meetings also support Lifer/ISPP prisoners on the wing (minutes are available if required).</p> <ul style="list-style-type: none"> ▪ A Lifer day will be held annually which involve Lifer/ISPP and their families and focuses on how prisoners can progress through the system by addressing their areas of risk and enhancing their life and work skills. ▪ HMP Wakefield holds four Family Days per year and Lifer/ISPP are encouraged to apply to participate on these events to maintain and strengthen family ties. ▪ Offender Supervisors encourage lifers/ISPP on sentence planning boards to engage constructively with their case management teams to give them the opportunity to address their areas of risk and progress through the system. This work is underpinned by wing based Case Liaison Officers and the Case Officer Scheme.
1(b) – All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.	<ul style="list-style-type: none"> ▪ MQPL was scored low at the last visit. Significant work has been undertaken to improve prisoner's perceptions in their safety and decency – this has included significant and in-depth consultation exercises with prisoners by Bradford and Cambridge universities. The senior management of the establishment will be working through the recommendations of the report and the MQPL dimensions and statements. These will be communicated to prisoners and staff and progression and development will be monitored through actions on the Consolidated Action Plan. ▪ The establishments most recent HMIP for resettlement scored a 2 which gives room for improvement in this area. The establishment will be working towards the HMIP expectations document and working through the last action plan to ensure improvement in both output and prisoner perceptions. ▪ The establishment will work closely with staff to promote and encourage 'every contact matters'. It will be focused on what kind of behaviours and interactions have a positive impact and those that should be avoided. ▪ By increasing staff awareness of positive behaviours and interactions will also highlight their awareness of the potential negative impact of imprisonment on desistance and the actions they need to take with prisoners to mitigate this. ▪ Management checks and overview of initiatives detailed above will ensure the rehabilitative message is being delivered. ▪ Monitoring a decline in UOF (Use of force) statistics, reportable incidents, positive MDT's, BASIC prisoners and a lower adjudication rate are positive indicators that prisoners are feeling more supportive, feel safe and in decent conditions and have a purpose. ▪ HMP Wakefield holds Lifer/ISPP (Indeterminate Sentence Public protection) forums on a quarterly basis. Prisoners are encouraged to raise issues that specifically impact on this group and staff actively looks to resolve them where appropriate. The Lifer representatives who attend these meetings also support Lifer/ISPP prisoners on the wing (minutes are available if required). ▪ A Lifer day will be held annually which involve Lifer/ISPP and their families and focuses on how prisoners can progress through the system by addressing their areas of risk and enhancing their life and work skills. ▪ HMP Wakefield holds four Family Days per year and Lifer/ISPP are encouraged to apply to participate on these events to maintain and strengthen family ties.

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	<ul style="list-style-type: none"> Offender Supervisors encourage lifers/ISPP on sentence planning boards to engage constructively with their case management teams to give them the opportunity to address their areas of risk and progress through the system. This work is underpinned by wing based Case Liaison Officers and the Case Officer Scheme.
1(c) – Efforts are made to ensure offenders experience the environment as safe	<p>HMP Wakefield is committed to providing a safe environment for prisoners by:</p> <ul style="list-style-type: none"> Introducing and implementing TASA (Tackling Anti-Social Attitudes). This is a system for tackling, tracking, recording and monitoring anti-social behaviour and attitudes. This has Senior Management oversight by way of a monthly Safer Custody Meeting attended by the SMT. Adopting a zero tolerance to violence. Zero tolerance is monitored through the PRS Violence Monitoring metrics. IEP reductions, police referrals and adjudications are some of the indicators that violent episodes are dealt with correctly and thoroughly by the establishment... All assaults and fights are reported through IRS (Incident Reporting System). The Performance Manager and Safer Custody Manager have a managerial oversight of the required actions and progress through those that are deficient. An analysis of violence data is discussed at the monthly SMT and at the monthly Safer Custody Meeting. Minutes from the Safer Custody meeting are made available to staff. This allows them opportunity to examine the current levels of violence in the establishment and to be aware of their own responsibility to challenge negative and unhelpful attitudes, perceptions and behaviours. This helps provide the platform for staff to use appropriate authority consistently, fairly and confidently. The minutes of the Safer Custody meeting are made available to prisoners in the Library. Staff have undertaken recent ACCT awareness training, with managers participating in Case Manager training. There is a dedicated Safer Custody department within the establishment that helps prisoners in crisis and supports staff on the wings to develop a safe environment for those in need. The Safer Custody departments, Custodial Managers and Duty Governors conduct management quality assurance checks on ACCT documents. Particular attention is made to the quality of interactions with those prisoners on ACCT documents. Staff are advised if improvements are required. Reductions in Use of Force, adjudications for fights and assaults, the use of IEP, a reduction in ACCT documents and an analysis of the Violence Metrics on the PRS Hub are all used by management to assess the effectiveness of local initiatives to make the establishment a safe place for prisoners to reside.
1(d) – Good quality risk assessments, risk management systems and information sharing between partner agencies (where relevant) result in the application of appropriate public protection and security measures, and these ensure the needs of victims are appropriately addressed.	<p>HMP Wakefield follows strict compliance with the Public Protection Manual including:</p> <ul style="list-style-type: none"> Having a Public Protection function that ensures compliance with all statutory and regulatory requirements, including PSI 06/2013 and the use of VISOR Risk assessments take into account the level of risk of serious harm and imminence The Risk Management Plan (RMP) reflects and addresses the risk, including the triggers and needs identified in the assessment. It specifically focuses on, and deals with, risk of serious harm factors identified in other assessments and screenings. Not only does this identify any potential risk, but states how the identified risk will be managed. The RMP is outcome focused and specific with regard to how the risk of serious harm issues will be managed and reduced by the prisoner, the establishment and the wider prison service and by other agencies. There are contingency plans for what actions to take should an original plan breakdown for whatever reason.

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	<ul style="list-style-type: none"> ▪ These processes ensure victims/potential victims are protected as far as possible. ▪ As the policies contained within the NSF (National Security framework) are revised over the next two years, HMP Wakefield will ensure we comply with any new requirement which are intended to ensure that: <ul style="list-style-type: none"> ▪ 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 between agencies and within NOMS ▪ Prisoners are afforded access to activities in line with their assessed risk ▪ Preventable escapes do not occur ▪ Wakefield provides a secure, orderly and safe environment for prisoners, staff and visitors.
<p>1(e) – Intelligence is gathered, developed and shared in a safe and timely manner.</p>	<p>All intelligence received in the security department on a daily basis undergoes the following procedures:-</p> <ul style="list-style-type: none"> ▪ IR (Incident report) is received through Mercury Security intelligence system. All information is analysed by a trained intelligence analyst and evaluated to give an accurate intelligence grading as well as a comprehensive intelligence assessment. ▪ A report is produced on a daily basis and a competitive analysis process is conducted at the daily security briefing and subsequently at the residential managers meeting where wing observation books are scrutinised for any corroborating entries and a competitive analysis from a residential perspective, where appropriate. ▪ Should it be deemed appropriate, intelligence is further developed and attempts made to further corroborate current intelligence by use of the establishment's CHIS system. ▪ If all tactics available to us have been exhausted we would look to develop the intelligence by using approved Operations and appoint a desk officer to develop the initial intelligence and to interrogate the prison PIN system and correspondence department. ▪ We also have available to us the Police Intelligence Officer who will look to seek external intelligence through established PAS documentation which all staff within the security and intelligence department are familiar with. ▪ All desk officers have been trained in RIPA and are fully conversant with the Operations procedures and will present the current intelligence picture and knowledge gaps which will allow us to make better decision making in relation to all important intelligence and the current intelligence requirements thus contributing to the establishment's security information systems. ▪ All security intelligence reports go through a competitive analysis test at the establishment's monthly security sub-committee meeting and SMT security committee meeting. Any input from these meetings is used to inform and develop intelligence and knowledge gaps and is cascaded to residential functions, security department and all other areas within HMP Wakefield. ▪ All staff attending the security sub committee and security committee meetings are asked to provide information surrounding any knowledge gaps within the current security intelligence processes and is used to encourage staff of all grades to submit intelligence reports and to peruse observation books, ensuring any information which has not already been captured is done so using the IR system. <p><u>Mercury Intelligence System</u></p>

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	<p>HMP Wakefield was an early adopter for Mercury and was the first establishment nationally to 'go live' with this system. We are satisfied that all staff are confident in the systems in place and are fully aware of the process for completing intelligence reports on line. We continue to promote the need for more intelligence reports using the daily residential intelligence briefing and all attendees of the security sub committee and SMT security committee meetings. On a national level Mercury still has 'teething problems'. These are highlighted within the high security estate at regular multi establishment meetings where good practice and areas of concern are highlighted. At an establishment level, all Mercury issues are reported via the Mercury Business Support Team where we have established a good working relationship.</p> <p><u>Intelligence Sharing</u></p> <p>HMP Wakefield has many established partner agencies in which information and intelligence is shared. These range from counter terrorist related matters, crime related matters and corruption prevention related matters. All matters relating to intelligence sharing are co-ordinated using appropriate documentation and security markings. Staff within the security and intelligence function are fully conversant with the RIPA process and PAS documentation as well as MAPPA (Multi Agency Public Protection Agency) working. All aspects of information sharing form part of an auditable process for which our systems and processes are tested to which we have displayed compliance in all areas.</p> <p><u>Qualified Staff</u></p> <p>The security and intelligence function have fully trained staff and personal in post; 5 intelligence analysts 2 civilian grade collators. 1 Band 7 local Corruption Prevention Manager 1 Band 8 Security Manager 16 CHIS handlers trained to Prison Service RIPA 1 standard 3 CHIS controllers.</p> <p>The Governing Governor is the Authorising Officer for all RIPA issues within the establishment. The establishment is fully compliant with NOMS, RIPA capabilities and the appropriate powers have been delegated appropriately.</p>
1(f) – The availability of drugs and mobile phones in prisons is tackled	<ul style="list-style-type: none"> ▪ MDT targets are realistically set and do not allow for a worsening in performance, and they are then met. ▪ Suspicion MDTs are undertaken within 48 hours ▪ Intelligence led searches for drugs/phones are undertaken quickly, generally by the Dedicated Search Team. ▪ Mobile phone detectors are used regularly. ▪ HMP Wakefield is currently installing permanent phone blockers across all residential areas ▪ All seized prisoner mobile phones and SIM cards are sent to NDTSG for analysis, in line with NSF mandatory actions and the resultant download then analyzed by the prison. If a member of staff or visitor is found in possession of a mobile phone or SIM Card this will be dealt with by the LCPM (Local Corruption Prevention

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	<p>Manager) unless there are aggravating circumstances then consideration will be given to send the mobile phone / SIM Card to NDTSG.</p> <ul style="list-style-type: none"> Prisons work with law enforcement partners to investigate the source of drug and phone supply, and then disrupt it. Prisons agree an approach with police and CPS colleagues for the prosecution of drugs and phones offences in prisons.
1(g) – Prisoners are prevented from continuing criminality from within prisons	<p>HMP Wakefield has long established working relationships with many external law enforcement agencies working to ensure that prisoners who are likely to be involved in any criminality are identified and monitored accordingly. We have established relationships with the following agencies:-</p> <ul style="list-style-type: none"> <u>National Crime Agency (NCA)</u> (SOCA). This organisation have provided us with a list of Nominal Prisoners with confiscation orders and those who it is believed are still involved with serious organised crime within various communities nation wide. HMP Wakefield provides monthly intelligence reports to this organisation in accordance with agreed memorandum of understandings between NOMS and NCA. <u>NECTU</u> (North East Counter terrorism Unit) HMP Wakefield have close working relationships with NECTU and produces monthly reports on all TACT prisoners and those prisoners within the establishment that have been identified as having similar ideologies as those convicted of terrorism offences, these prisoners are identified as Security threat Group prisoners. NECTU have multiple agencies that have interest with the prisoner population which are provided with the reports populated within this group of prisoners as well as the HSCTIU (High Security Counter Terrorism Intelligence Unit) <u>Police forces nationwide</u> HMP Wakefield provides intelligence and monitors prisoner activities and provides information to all law enforcement agencies across the UK using approved PAS procedures.
Theme 2. STRENGTHEN	INTEGRATION OF SERVICE DELIVERY BETWEEN DIRECTLY FINDED, CO-COMMISSIONED PROVIDERS AND WIDER PARTNERS.
2(a) – There is evidence of effective coordination of delivery services and interrogation of providers locally, regionally and nationally to maximise outcomes for offenders	<ul style="list-style-type: none"> Health Providers are identified through the commissioning cycle, which essentially means the strategic commissioning to assess needs and decide on priorities including resource/gap/risk analyses, and then selecting providers through a competitive, fair, transparent and legally compliant procurement process, whilst managing service delivery and performance through contract management of those providers. New ways of working are embraced with identified providers by involving them in service development with all

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	<p>internal/ external stakeholders, providers are treated as equal delivery partners and are invited to contribute to service development/ innovation to meet prisoner's needs and reduce cost. In a number of commissioned services, seconded HMPS staff work alongside partners to support and facilitate delivery i.e. Healthcare and visitor centre services.</p> <ul style="list-style-type: none"> ▪ These arrangements are detailed in local policies and procedures, i.e. partnership agreement with Humber NHS, Service level agreement with POPS (Partners Of Prisoners) and a number of memorandums of understandings with external partners. The arrangements are monitored through regular partnership and governance board meetings where shortfalls in performance or delivery are identified and remedial actions are agreed. The communication of joined up working targets with delivery partners is key, this is achieved by presentations at full staff meetings, shared protocols, use of the internal communication system and the inclusion of all partnership staff at all relevant establishment meetings including the security committee meeting. ▪ As a High Security establishment we are acutely aware of the need to enable our partners to deliver and therefore display a flexible risk based approach to assist delivery for prisoners without compromising the security aspect of our business. ▪ As a rehabilitative agency we create an offender journey that will encourage engagement and assessment in order develop strategies to reduce risk, this means understanding barriers to progress, i.e. learning difficulties, those who do not take responsibility for their crimes and those who have Mental Health and personality disorder issues. Given the population at Wakefield it is recognised that settlement and generating a rehabilitate environment is key to the progression of a coordinated, sequenced, and seamless offender journey
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	<ul style="list-style-type: none"> • HMP Wakefield provides advice and guidance on financial matters. Employment outcomes are generally not available to prisoners discharged from HMP Wakefield, since the vast majority of releases from custody are required to reside in approved accommodation and facilitate work opportunities whilst in the community. Pre-release and employment advice is provided for prisoners within their last 2 years of custody by the National Careers Service through OLASS4 contract.
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	<p>HMP Wakefield's PSI Substance misuse services, has been commissioned to a new provider by NHS England, from 2014 working to an agreed service specification, linked to work closely with the clinical IDTS provider (Spectrum Community Health to ensure one to one interventions are in place for those prisoners at higher risk.</p> <ul style="list-style-type: none"> ▪ Both the Security and Drug Strategy Functions will continue to work closely with health and substance misuse providers to reduce the supply and demand of Drugs within HMP Wakefield. The Monthly Drug strategy and Drug supply reduction meeting will continue to drive forward the agenda for improved management of tradable medication and strategies to reduce the opportunity for diversion of Medication. The Drug supply and reduction action plan will focus on the continued and improved management and reduction of tradable medications,

specifically Codeine based medication and methods to disrupt the diversion of medication. Intelligence will continue to be shared between security, MDT, Drug strategy, Substance misuse and Health providers via the Security and Drug strategy meetings and on an ad-hoc basis when relevant information is received by either party this will be monitored through the Monthly Security meeting report, pharmacy reports and Drug Strategy/Supply reduction meeting and MDT target.

- HMP Wakefield's SMT hold enhanced partnership meetings with NHS Commissioners.
- HMP Wakefield will continue to work with the NHS Commissioner to support Health and Substance misuse services within HMP Wakefield specifically primary care, intermediate care and mental health as well as other smaller providers that are commissioned to provide, Tele- Meds, Ophthalmic, Dentistry, X-ray services and Ultra Sound services. We will continue to work with the NHS England commissioner during tendering and commissioning processes within the timetable set by the commissioner.

Health and Social care

- Social care is under the Health and Social Care Act 2013 the responsibility of Local Authorities. But the level Engagement by local authorities with prisons is currently different depending on each authority. The Planned amendments to the Social Care Act in 2015 will clarify the responsibilities of the local authority for prisoners with social care needs within their area. Meetings have been arranged with the Local Authority Lead from 3rd Feb 2014 to discuss what assessments and provision is available within Wakefield council for Prisoners located at HMP Wakefield and to discuss the specifications for service from April 2015 ensuring that HMP Wakefield's prisoner needs are fully accounted for. Discussions will also include assessment and provision available from local Authorities for social care between now and the introduction of the care act 2015.
- Currently HMP Wakefield has in place the following provision to provide for the social care needs of our prisoners:
- **Peer caring scheme**
This consists of prisoner peers who assist less able prisoners in collecting meals, cleaning of their cells , making their beds, pushing of wheelchairs and making Wing applications or complaints. It should be noted that no personal care i.e. showering or toilet assistance is carried out by prisoner on prisoner.
- **Intermediate care provider**
Trained Hospital officers 9 NVQ or Nurse qualified are deployed to residential units to assist less able prisoners to shower and with personal care. This allows these prisoners to be able to live within a residential prison community rather than remain within a healthcare setting.

	<ul style="list-style-type: none"> ▪ Severe cases Prisoners whose cases are considered as Vulnerable adults are progressed via the safeguarding process to Local Authority for assessment and support.
2(d) – Work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves	<ul style="list-style-type: none"> ▪ This intention and the response and possible actions by HMP Wakefield will be dependant upon the passage of the Care Bill in Parliament. Further mandatory service specification will be developed and issued during the first year of this SLA. ▪ By the end of year 1 of this SLA (March 15) there will be evidence of joint work between the prison regime, healthcare and social care services so that: <ul style="list-style-type: none"> ▪ The level of social care services provided at HMP Wakefield will reflect the evidenced needs of the prison population; evidence of how needs are met will be identified by the Governor, HMIP/IMB, commissioners and/or other stakeholders ▪ HMP Wakefield will have suitably qualified staff to assess prisoner social care needs ▪ Arrangements will be in place to ensure the provision of urgent personal care services to individuals with a high level of need, such as the need for assisting with feeding toileting. ▪ HMP Wakefield as one of the oldest average populations in the country, it is more than likely that we will be identified as having a high level of social care need and will therefore need to have regular arrangements for Social care services in place. <p>Learning and Skills</p> <ul style="list-style-type: none"> ▪ The Learning and Skills submission for 2014-15 will be more focused on the Working Prisons Model and the OLASS Provider with Manchester College, taking on some of the delivery of accreditations in work areas where the funding allows. Peripatetic teaching staff will be employed by the OLASS Cluster to give maximum benefit across the cluster for appropriate levels of expert delivery. There will also be a joint initiative with The Manchester College and National Careers Service to provide a Pre-release intervention for prisoners within 2 years of release to appropriately prepare them for their future. <p>Children and Families</p> <ul style="list-style-type: none"> ▪ HMP Wakefield offers Family Days which are run separately to take account Safeguarding and Public Protection issues. Currently the provision is 4 Family Days per year which are additional to domestic visit sessions which take place during the week and at weekends. Within the prison prisoners families are invited to attend post programme reviews to give them the opportunity to engage constructively in recognising the achievements and progress made by prisoners at HMP Wakefield. Story Book Dads is a provision that allows prisoners to engage with their children in a parental manner. EMAP underpins the children and families pathway by serving to encourage contact which is additional to the

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	<p>more traditional methods of telephone calls and letters. The prison will look to develop this pathway by contacting other agencies such as Kids VIP to look at the feasibility of additional future service provision. The provision of a Partners of Prisoners (POPs) worker has been funded until March 15.</p>
<p>2(e) – Work with Local Authorities (LA's) to promote inclusion of, and maximise benefits to, offenders families</p>	<p>It is recognised that a lack of a supportive and pro-social family / marital relationships is one of the key factors linked to re-offending and desistance. Therefore HMP Wakefield will:</p> <ul style="list-style-type: none"> ▪ Provide clear SMT involvement in providing leadership and support in this area ▪ Provide core delivery requirements for Rehabilitation Services and Services for Visitors ▪ Has developed co-commissioning with the partner agency Partners of Prisoners (Pop's) and fund a full time worker. The POPs worker provides family services and support and has helped develop the Visits Centre and Visits Hall into amore appealing place to visit, especially for children of prisoners. ▪ Delivers 4 Family Days per year to assist in maintaining and strengthening family ties ▪ A recent refurbishment of the Visits Hall provides a calmer, more decent and welcoming area for family and friends to visit prisoners. ▪ Promotes 'Story Book Dads'. This provides a valuable opportunity for prisoners to engage purposefully with their children through learning and interaction.
<p>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</p>	<p>Although we are not named as an establishment with provision for enhanced PD services, HMP Wakefield works closely and in partnership with other establishments who offer such services, however where it is assessed that individual needs are required there is mechanisms in place to support and offer guidance including referrals through mental health.</p>
<p>2(g) - Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to</p>	<ul style="list-style-type: none"> ▪ HMP Wakefield works closely with the OLASS Cluster Provider, The Manchester College. ▪ The new Cluster Partnership Model is working well and the expectation is that during 2014-2015, the Cluster will benefit from peripatetic OLASS tutors who will provide specialist vocational delivery in work areas at HMP Wakefield. This curriculum agreement has been confirmed. ▪ The OLASS provider maintains a learning needs analysis for the establishment and prisoners access Functional

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make prisons places of work and strengthen the focus on employability. Enhance access to mainstream learning and employment services for offenders on return to the community.	<p>Skills and vocational Skills in a variety of locations across the establishment. Functional Skills needs are prioritised through sentence planning and vocational skills are delivered in work areas as preparation for progress through the custodial system.</p> <ul style="list-style-type: none"> ▪ The OLASS4 funding model is challenging for High Security Establishments, but HMP Wakefield maximises delivery tailored to need through a flexible model of delivery - from full-time and part-time courses to "on-the-job" training and accreditation. ▪ Activity Allocation and the proactive use of P Nomis movement, attendance and pay ensure that classroom attendance is maximised and disruption kept to a minimum. Regular performance and QIG meetings ensure issues are raised and dealt with promptly and cooperatively. ▪ HMP Wakefield rarely releases prisoners directly to employment; however, there are strengthening links with local employers whereby workshops undertake small and medium contracts that provides "real" work and employment conditions for prisoners.
2(h) - Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.	<ul style="list-style-type: none"> • HMP Wakefield provides advice and guidance on financial matters. Employment outcomes are generally not available to prisoners discharged from HMP Wakefield. The vast majority of releases from custody are required to reside in approved accommodation and facilitate work opportunities whilst in the community. Pre-release and employment advice is provided for prisoners within their last 2 years of custody by the National Careers Service through the OLASS4 contract.
2(i) - Continue to work with the Welsh Government and its devolved agencies to ensure alignment between offender services directly commissioned by NOMS and the Welsh Government's devolved responsibilities, to maximise outcomes for offenders, their families and local communities.	<p>We are not a Welsh prison so therefore this does not apply to HMP Wakefield, however we engage with offender managers and outside probation for through care and aftercare and for annual sentence planning meetings and the parole process.</p>
	<p>Theme 3. DELIVER AN EFFICIENT, QUALITY SERVICE</p>
3(a) - Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes	<ul style="list-style-type: none"> ▪ Our delivery of evidenced based interventions is guided by the current evidence base as reported in the Evidence and Segmentation documentation, analysis of the establishment Segmentation Data, monitoring of local live data bases and where appropriate specific Needs Analysis (detail as provided in table 4b). ▪ Population changes are actively monitored through local data base analysis to ensure that interventions are

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<p>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.</p>	<p>planned and targeted effectively within the delivery period.</p> <ul style="list-style-type: none"> ▪ Our Accredited interventions have been selected to ensure that we are targeting the identified population risk and need with those interventions shown to be related to reducing reoffending and supporting desistance, as listed in Table 1 of the Evidence and Segmentation document. ▪ The establishment has identified substantial need to support engagement based upon the identification of a proportion of offenders who do not accept responsibility for their offender, or present with individual personality traits that act to impede their engagement. To address this need we provide a locally developed FOUNDATION programme as a gateway to our Accredited Programmes. The delivery of FOUNDATION has been evaluated to ensure that it is targeting specific identified needs that support future engagement in offence related interventions. ▪ Based on previous analysis of our population we have developed a Revised Treatment Pathway to improve access to interventions for IDD (Intellectual difficulties and/or disability) offenders who are unable to access Adapted Accredited interventions. Within this we provide REVISED FOUNDATION to ensure that engagement in this group is appropriately supported. FOUNDATION is validated under PSO4350 as required. We have completed the development objective from last year - which was to complete a further local evaluation on the outcomes from the group. ▪ We continue to work in partnership with Health providers to deliver and integrated programme, psychosocial and health needs service to Offenders presenting with IDD needs. This service includes individualised assessment and case formulation lead intervention for IDD/PD offenders who would otherwise be unable to access mainstream rehabilitative services. This project will be subject to evaluation through the health provider.
<p>3(b) - Have robust quality assurance processes in place to ensure offender services are (i) delivered as they are intended (i.e. with integrity and as planned and designed) and (ii) that they are effective.</p>	<p>HMP Wakefield has a number of quality assurance systems in place to ensure that the supply and delivery of services to prisoners are achieved to the levels required:</p> <ul style="list-style-type: none"> ▪ Security Audits – provide reassurance to the Governor, DDC & PSMB that all security requirements are adhered to. This will include elements of prisoners safety, decency and well-being ▪ Internal Audit Programme – provide reassurance to the Governor & DDC that critical areas of service delivery are being completed to a required high standard ▪ G&O Audits - provide reassurance to the Governor, DDC & PSMB that other areas of delivery are completed to the required standards. This will include elements of prisoners safety, decency and well-being ▪ Assurance Statements – provide the Governor that previously audited systems that are no longer subject to internal audit verification are still being delivered to a required standard ▪ External Accredited Programme Audits. ▪ Assurance Framework – manages the Assurance Statements ▪ HMIP Action Plan is monitored and advanced by Functional Heads ▪ MQPL Action Plan is monitored and advanced by Functional Heads ▪ Risk Register is monitored and advanced by Functional Heads. Specific actions are set against demanding

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	<p>timescales to ensure risks are reduced at the earliest opportunity.</p> <ul style="list-style-type: none"> ▪ All of the above are monitored, measured and updated through the Consolidated Action Plan. ▪ Additional scrutiny of functional performance takes place at a weekly Performance Meeting and a monthly Senior Management Team meeting. <p>We have an AIM team who meet monthly to manage the overall running and integration of all our programme delivery.</p> <p>The meeting is chaired by our Programme Manager, Richard Griffiths and attended by the Head of reducing re-Offending, Head of Psychology, The Resettlement Manager and the Treatment managers for each of our Programmes. The meeting is minuted and compliant with the requirements of Operational Services and Interventions Group (OSIG) who are responsible for the external audit of our programme delivery.</p>
<p>3(c) - Review delivery where it exceeds the minimum requirements set in the NOMS Service Specifications.</p>	<p>HMP Wakefield has the following over delivery which is reviewed periodically. All reviews have indicated that this provision is to the benefit of prisoners with little impact on the cost effectiveness of the establishment.</p> <ul style="list-style-type: none"> ▪ Convicted prisoners have the opportunity to receive at least two, one-hour social visits in every four week period: • All prisoners have the opportunity to receive at least 2 x one hour social visits every 4 weeks. Standard prisoners receive 2 Visiting Order (VOs) plus 1 Privilege Visiting Orders (PVO) and enhanced prisoners receive 2 VOs plus 3 PVOs in every 4 week period. • This is in line with our local Incentives & Earned Privileges Policy to encourage good behaviour. It also assists in maintaining family ties due to our prisoners serving long sentences with many being located away from their local area. ▪ Category A remand prisoners have the opportunity to receive <u>at least</u> 3 one hour visits each week, 1 of which may be on a weekend. • When there are low numbers of CAT A remand prisoners, there is a possibility that they will receive 1 additional 1 hour visit per week at no additional cost – Visits staff are already in place and the CAT A remands will fill spare places. • Work is currently taking place with Governing Governors from all HSE to discuss the implementation of the new IEP policy with the HSE and the likely impact this new policy could have.

Theme 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	See Tables 3, 4a & 4b in this document for a detailed and in-depth explanation on HMP Wakefield's delivery commitments and expectations
4(b) - Ensure the use of custodial capacity delivers the most cost-effective configuration of places and meets the MOJ's strategic requirements and the needs of co-commissioning and delivery partners whilst reducing cost.	See SLA Population Annex

Theme 5. ENSURE THAT DELIVERY OF SERVICES IS RESPONSIVE TO INDIVIDUAL NEEDS AND CHARACTERISTICS TO MAXIMISE OUTCOMES.

<p>5(a) - Individual need and characteristics are identified, assessed for significance and monitored</p> <p>5(b) - Information on individual need and characteristics is used to sequence and adapt service to individual needs and maximise their benefit, and offenders are supported and encouraged to access appropriate services.</p>	<ul style="list-style-type: none"> ▪ HMP Wakefield has a thorough and in-depth Reception Screening and First Night procedure to ensure any prisoner who identifies as a protected characteristic is offered the facilities, services, support and assistance for that characteristic. This information is stored electronically on system one NHS IT system that is shared within Health services within HMP Wakefield. System one has facility to flag and task work to specific health providers and individual Health professionals within HMP Wakefield and is auditable. Substance misuse staff makes contact with all new receptions within 24hours of arrival except for weekends and Bank holidays and offer one to one intervention, IDTS Detox and intervention programme as appropriate for each individuals need. This is further enhanced through the Induction Programme where Diversity Prisoner Representatives attend a session to discuss the facilities available to prisoners with a protected characteristic. Prisoners also have an educational assessment on Induction that identifies those with learning difficulties. They are offer suitable and appropriate courses to attend. ▪ HMP Wakefield had a well structured and imbedded Diversity and Equalities Department that has developed and progressed over the years into an award winning centre of excellence. ▪ There is a monthly Diversity Representatives Meeting and a monthly Prisoners Equalities Action Group (PEAG) meeting where all aspects of protected characteristics are discussed. There is in addition an annual Priority Setting meeting that identifies the areas of service provision that may require an Equality Impact Assessment. All these
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	<p>meetings have prisoner, staff and SMT memberships. Where possible outside and partner agencies are included.</p> <ul style="list-style-type: none"> ▪ Staff are aware of the facilities available to prisoners with protected characteristics. Most prisoners' can self refer or access what they require due to their own abilities. Staff are aware of those who require additional assistance be it through learning difficulties, poor literacy skills or lack of ability to read/write English. Staff will support, advice and guide such prisoners to access the services that they require. ▪ HMP Wakefield shares information through Scrutiny Panels and co-commissioned work with Bradford and Cambridge Universities. Information is redacted so sensitive, and personal information is not divulged. This process helps to share information on how offender services should be tailored including adapting materials and interventions, adjusting communication style and adding resources such as targeted one to one support. As well as considering an individual's specific characteristics, it helps to demonstrate that we are able to make any reasonable adjustments required by the law. Where reasonable adjustments require partnership working, co-commissioned approaches should be looked at. ▪ There is co-operative working across the establishment in this area. The membership of the PEAG includes all Functions and Functional Heads and the Diversity & Equality Action Plan (DEAP) allocates work to relevant departments to resolve issues for prisoners with a protected characteristic. ▪ From the DEAP, services and reasonable adjustments will be identified and allocated to a specified manager to resolve within a practical timescale
	<p>Theme 6. DELIVER PRIORITY NATIONAL OR SPECIALIST SERVICES</p>
<p>From NOMS CI 2014, 6 (a) reads as:</p> <p>6(a) - Continue to identify, assess and manage extremist offenders by engaging with existing local structures and ensuring that training and awareness is embedded among key staff groups. Ensure referral, where appropriate, to interventions, structured assessment and structured interventions and faith</p>	<p>In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Wakefield 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.</p> <p>HMP Wakefield will also ensure that any recommendations related to the identification, assessment and management of extremist offenders which are identified in year through the NOMS assessment process are implemented within reasonable timescale.</p>

<p>based programmes according to offender risk and need.</p> <p>From the WGLL Document CI 6(a) reads as:</p> <p>6(a) - Engage with existing local structures and ensure that training and awareness is embedded among key staff groups, in order to deliver on the identification, assessment and management of extremist offenders. Ensure referral, where appropriate, to interventions (including Channel), structured assessment (including Extremism Risk Guidance (ERG22+) and structured interventions including Healthy Identity Intervention (HII)) and, within prisons, faith-based programmes (including Tarbiyah & Ibaana) according to offender risk and need.</p>	
<p>6(b) - Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable delivery where in-house capacity does not exist</p>	<ul style="list-style-type: none"> ▪ HMP Wakefield recognises the value of RJ strategies and have ensured that key delivery leads have an appropriate awareness of the RJ mechanisms available co-ordinated through our Offender Management Unit. The establishment catchment is national and we therefore operate effective partnership working with a variety of NOMS Probation regions who in turn work with a wide variety of RJ delivery organisations. We have already developed the following; <ul style="list-style-type: none"> A single point of contact for RJ which is the Head of OMU Appropriate gate procedures for entry into the prison of victims and other participants. Appropriate rooms for the conference to take place ▪ Our population mix as identified through segmentation and local analysis has a majority of offenders who are responsible for direct victimisation, serious sexual offending and intimate partner violence including murder. Offenders are typically at the beginning of a process of personal change and many continue to deny responsibility for their offending. On this basis we take a cautious case by case risk assessment lead approaches to these

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	<p>processes.</p> <ul style="list-style-type: none"> ▪ The establishment has in place appropriate processes and facilities to enable face to face conferencing to take place requested by police/probation. To date though a small number of cases have been taken forward through the appropriate stages of communication, risk assessment outcomes have shown that to proceed further would have been inappropriate. ▪ In case were face to face conferencing is considered inappropriate, alternative are explored such as letter writing
6(c) - Ensure the efficient use of prison places through development and implementation of local bail strategies and use of HDC for appropriate offenders, including making full use of Bail Accommodation and Support Service.	<ul style="list-style-type: none"> ▪ We will develop a bail strategy which ensures that we screen and provide bail services to all new remand prisoners, conduct targeted bail information enquiries and communicate effectively with court based bail services staff in accordance with the Bail Services and BASS Specifications. ▪ Bail service packages offered to the courts will include awareness of the target group for BASS, consideration of use of electronic monitoring and links with resources and services in the home area with due regard to public protection procedures. ▪ Bail services will be delivered from within existing resources. ▪ <u>Monitoring outcomes:</u> We will monitor BASS Referral and Placement trends and will investigate when these are outside the expected range for the institution remand population. ▪ 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 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.	<ul style="list-style-type: none"> ▪ As the new operating benchmarking rolls out across the estate over the next two years a new 'core day' will support the focus on providing prisoners with meaningful work that replicates a normal working week. In order to attract significant new work into prisons, it is essential that the centre of NOMS, individual establishments, and regional resources engage proactively with business to secure work on a commercial basis under the brand of ONE3ONE Solutions. HMP Wakefield has increased throughout the year the production for 1-3-1 Solutions and has also

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	<p>facilitated locally negotiated contracts. HMP Wakefield currently provides work places for over 200 prisoners in workshops and this is likely to increase by a third after workshop re-locations and Benchmarking Recommendations.</p> <ul style="list-style-type: none"> ▪ To help monitor progress, work in prisons is now being measured as part of the Prison Rating System (PRS) via measures in the Reducing Reoffending and Safety & Decency domains, with a combined weight of 5%, split evenly between the two domains.
6(e) - Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.	<ul style="list-style-type: none"> ▪ HMP Wakefield has in place the following facilities; <ul style="list-style-type: none"> ▪ 1x Court Booth ▪ 2x Generic Booths including use for legal bookings ▪ 1x Sentence Planning Review Board/Parole Board ▪ 1x Generic room with disabled access. ▪ These facilities are in regular use. We have a dedicated video link booking clerk to ensure effective use of these facilities. ▪ We are working to take forward the Transforming the CJS agenda as it relates to our establishment. The implementation of this change process is being shared by our Offender Management Unit and our Operations Group. We will produce an Action Plan with SMART objectives following our attendance at national seminars to inform this process. ▪ Attend national seminars through 2014, and work with business change partners to improve processes.

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	<ul style="list-style-type: none"> • 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. The establishment vision and priorities will be publicised in key areas. All departments will have identified business and performance objectives that work towards achieving this vision. • During local induction, prisoners are provided with information on the range of programmes and other rehabilitative services available to them. Offenders are seen by their Offender Supervisor for a specific 1:1 contact session within the Induction period. This session commences the process of encouraging engagement and identifying outstanding rehabilitative need. Individual outstanding rehabilitative needs are confirmed and discussed with prisoners at a formal Sentence Planning Review Board, held within 4 months of reception at HMP Wakefield. Relevant information concerning individuals is managed with respect and shared within the Case Management team and other key staff who work with them. • Risk management – all staff will make effective use of information sharing mechanisms (such as the CNOMIS Case Notes, observation book, and direct staff handovers and monitoring mechanisms). This work is embedded into their core tasks and contributes to the provision a safe, secure, and decent rehabilitative environment. Information on the range of available rehabilitative services is maintained and kept up to date to support this process. • At HMP Wakefield we operate an integrated IEP system that ensures all staff and prisoners have the ability to influence attainment levels through engagement with rehabilitative activity. • To embed the concept of “Every Contact Matters” we will roll out a series of pro-social modelling training modules to prisoner facing staff. This agenda is seen as a key development objective at HMP Wakefield, as it has been highlighted on HMIP and MQPL reports. The Civil Service Core Competency Framework (CSCCF) and the NOMS Vision and Values statements will be used as a tool for managers to assess performance of how staff behaviours and relationships with prisoners can be measured and improve the general institutional rehabilitate culture. • We will champion the “Every Contact Matters” agenda into our business management approach and staff performance reviews. All staff/manager bilateral meetings 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 have also commissioned an appreciative enquiry in year 13/14; the action plan from this work will be driven by the business management bilateral meetings and SPDR process. ▪ We will work with our regional HRBP and Operational Development lead to explore how we might embed coaching principles into every day staff interactions 	<ul style="list-style-type: none"> ▪ Locally ▪ Locally ▪ Locally ▪ Locally ▪ Locally & NOMS ▪ Locally ▪ Regionally

<p>Prisoners are made aware of their responsibilities in engaging with and accessing services</p>	<ul style="list-style-type: none"> • We plan to introduce a shared 'Commitment to the Public' with all our delivery partners which embodies our rehabilitative and public protection ethos promoting responsible citizenship amongst prisoners. This will be widely publicised within the establishment and all prisoners will be asked to give their signed agreement to a compact reflecting this on reception. This will then monitored through the mechanisms described below as well as through the newly implemented IEP scheme. • All staff (including permanent staff, those on fixed term contracts and partner providers) will be made aware of the prison's 'Commitment to the Public' and of our rehabilitative and public protection ethos. This is reflected in their contracts, job descriptions and via the SPDR process. • We will measure the impact we are having by monitoring sentence planning objectives including progress against sentence plan and completions, and take up of rehabilitative activities. Number, types of qualifications and skills achieved are monitored both individually through the ILP and overall outcomes through the Education Learning Needs Analysis. • Through our "Every Contact Matters" agenda we will aim to ensure prisoners receive consistent messages. We will develop and provide to all staff a colour brochure outlining our vision and rehabilitation priorities including some key staff behaviours that are intended to generate positive change in prisoners. These will include listening to what the key priority issues are, giving practical assistance in problem solving rather than solving the problem for them, encouraging prisoners that they can change and promoting a sense of hope and personal responsibility. We believe that creating a community environment within the prison will ensure that responsible citizenship is firmly embedded into our and prisoners rehabilitative ethos. • All communication with prisoners is accessible and responsive to their diverse needs. All staff are supported to ensure their engagement with prisoners is effective through our mandatory equality and diversity responsibilities and systems which are progressed and monitored by our Safer Custody and Equalities manager. 	<ul style="list-style-type: none"> ▪ Locally & co-commissioned ▪ Locally ▪ Locally ▪ Locally ▪ Locally
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<p>Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement</p>	<ul style="list-style-type: none"> HMP Wakefield's Statement of Purpose reflects our commitment to building a rehabilitative culture. This is publicised in key places across the establishment to act as a reminder for all staff and prisoners of our expectations. All our internal correspondence including staff and prisoner notices will carry a 'Tag Line' statement to help ensure that this becomes embedded into fabric of the prison, Statement of Purpose; <p>HMP Wakefield protects the public from the most challenging and dangerous offenders. We provide High Security Custodial Offender management services by working with specialist and discrete management systems.</p> <p>We work hard to ensure that the punishments and orders of the court are delivered, whilst providing a service that is the best value for money from public resources.</p> <ul style="list-style-type: none"> 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 will embrace and welcome the new annual staff reporting system that will be introduced in this period as it will enable us to create clear links between the new Competency Framework, the prison, departmental and individual action plans to ensure there is consistency in the way we engage and support prisoners. We will measure the impact we are having through assessing trends in adjudications, violence management and MDT data and longer term through the findings from external scrutiny such as MQPL and HMIP visits. We will investigate the "Structured Communication in Prisons - tools for prison staff " to assess its usefulness in our environment. We will analyse the results of this evaluation which will then determine if we roll it out across the prison. HMP Wakefield provides a number of Prisoner Focused meetings which take account of prisoners' issues, views and concerns and 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 run pro-social modelling training to staff to create a pro-social culture which values growth and learning in both staff and prisoners. 	<ul style="list-style-type: none"> Locally Locally Locally Locally Regionally
<p>Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.</p>	<ul style="list-style-type: none"> OLASS4 provider delivers Functional Skills provision from Entry Level to Level 2 to provide prisoners with basic skills sufficient to undertake Offender Behaviour work and also to access work areas. Further work-related qualifications are also facilitated in all work areas to further develop skills for employment which can be used as prisoners progress through the custodial system The Toe by Toe - peer mentoring reading scheme, provides additional support for those prisoners with very low levels of literacy to develop their confidence to access other provision 	<ul style="list-style-type: none"> Locally & co-commissioned Locally

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Prisoners can access services that enable them to manage housing needs created as a result of their custody.	<ul style="list-style-type: none"> Prisoners all have access to their external Offender Manager and internal seconded Probation Officer in order that any external issues resulting from imprisonment can be identified and addressed. 	<ul style="list-style-type: none"> NOMS
Prisoners can access services that enable them to seek settled and suitable housing for release.	<ul style="list-style-type: none"> All prisoners discharged from HMP Wakefield are individually case managed and released to Approved Premises only. This process is facilitated by the Offender Management Unit in close consultation with the external Probation Officer MAPPA and the prisoner. Any subsequent move from Approved Premises occurs only with the authorisation of the Offender Manager. 	<ul style="list-style-type: none"> Locally, co-commissioned & NOMS
Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	<ul style="list-style-type: none"> HMP Wakefield provides advice and guidance on financial matters to prisoners. This includes the provision of opening bank accounts with White Rose Credit Union 	<ul style="list-style-type: none"> Locally & co-commissioned
Prisoners can access available services which enable them to address their family welfare and family support needs.	<ul style="list-style-type: none"> Prisoners have access to Domestic Visits, available four sessions during the week. As the establishment catchment is national we facilitate Accumulated Visits both at Wakefield and by temporary transfer out to support offenders maintaining family ties over greater distances. We also publicise information about The Assisted Prison Visits Scheme to both prisoners and visitors. Family Days – these are held separately for offenders based on offence type and safeguarding requirements. This equates to 4 Family Days per year; 2 with child contact and 2 with no child contact. During these events offenders and their visitors are provided with an opportunity to speak to staff and other agencies relevant to their circumstances as well as experience a longer quality period of time together. An additional Lifer Day is provided to ensure the specific needs of this group are catered for over and above the Family Day provision. The Partners of Prisoners (POPs) Coordinator is now in place for a further 2 years to develop a family support process at HMP Wakefield that can be sustained into the future. POPs provides help, advice and assistance to family and friends of prisoners in the Visits Centre and also provides information and awareness sessions to keep families involved and informed. The Family Support Programmes tutor who delivers courses to support adults, who have contact with children at school, is now working with POPs to coordinate this service to families and prisoners. 	<ul style="list-style-type: none"> Locally & co-commissioned Locally Locally, co-commissioned -

Prisoners have equivalence of access to health services in custody as in the community.	<ul style="list-style-type: none"> On reception, prisoners current health needs assessment is reviewed. Prisoners are subsequently signposted and supported in tackling any additionally identified needs 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, Podiatry. Further services are provided on a needs basis via Telemeds service. HMP Wakefield has a 24 hour medical provision including an in-patient Intermediate care Unit that can provide hospital care, including palliative care for up to 14 prisoners. 	<ul style="list-style-type: none"> Locally, co commissioned Locally, co commissioned - Locally, co commissioned -
Prisoners can access treatment, services, advice and support around drug and alcohol needs.	<ul style="list-style-type: none"> On reception, all prisoners have an individual health assessment conducted by the current provider, Spectrum. Essential immediate clinical needs are met. Stabilisation, detoxification and observation are undertaken as appropriate through IDTS and referrals are made to Mental Health as required. On Induction, HMP Wakefield Substance Misuse staff provides a psychosocial assessment. And make contact with all new receptions within 2 working days. Ongoing clinical (Spectrum) and psychosocial (Substance Misuse provider) support is provided based upon the individual needs of the prisoner. Psychosocial provision was commissioned by NHS England from April 14. The prison is engaged with 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 	<ul style="list-style-type: none"> Locally, co commissioned - Locally Co-commissioned Co-commissioned Locally, co commissioned Locally
Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.	<ul style="list-style-type: none"> HMP Wakefield offers counselling services through the Chaplaincy department for prisoners in crisis or who have issues from their past. HMP Wakefield have strong links with local victim support services including STAR (Surviving Trauma After Rape) and prisoners can access services confidentially ; receiving where appropriate direct contact with a trained, specialist councillor will see the prisoner. 	<ul style="list-style-type: none"> Locally Locally, co commissioned -
Prisoners who have been sex workers can access services that offer them advice and support.	<ul style="list-style-type: none"> Although HMP Wakefield has no specific provision in this area, because it is a very rare issue for the establishment to deal with, should an issue be raised by a prisoner, an appropriate service provider would be commissioned to work with the prisoner to offer them the appropriate support and to give advice. We will research all national support groups should a prisoner with these needs arrive in to our custody and we will sign post the support. 	<ul style="list-style-type: none"> Locally Locally

Table 4b: Rehabilitation Services - Additional Services Offer

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

Segment	Total no. of Prisoners within Segment <ul style="list-style-type: none"> Use the segmentation data tool on the NOMS Performance HUB to get the numerical data you need to populate this column 	Strategic approach to meeting the needs of the segment Title and description of rehabilitative services/interventions and case management activities <ul style="list-style-type: none"> Give the title and a brief description of the case management activities offered to offenders in each segment Give a brief description of the range of rehabilitative services and interventions offered to offenders by segment. Include any accredited programmes on offer. Use the guidance on targeting in Commissioning Intention 4a If a service or intervention is available across more than one segment (for example – TSP may be available to both sex offenders and violent offenders) then state in each applicable box, making clear in the next column the number of completions relating to each segment. 	Indicate whether the service or intervention is commissioned or co-commissioned and the number of offenders who will be able to access the intervention or service annually <ul style="list-style-type: none"> For accredited programmes give the number of completions It is not necessary to record volumes for case management activities
All Offenders – where service targeted by need rather than risk	706	<ul style="list-style-type: none"> Alcoholics anonymous – External charity provider Smoking Cessation – Spectrum Community Health Healthy Eating – Spectrum Community Health & Catering Operating Manual Well Man Clinic – Spectrum Community Health / BHF / Gym Finance & Debt - internal OMU provision FOUNDATION – non accredited engagement programme 	
Sexual Offenders	All sex offenders: 460 Of whom; <ul style="list-style-type: none"> 129 are low OSP & low OGR's 118 are medium OSP & low OGR's 50 are high OSP & low 	<p>Where OASys has not already been completed, we will ensure OASys completion and subsequent reviews, (except in the case of ISPPs where responsibility for OASys completion remains with the external Offender Manager).</p> <p>This is a sex offender assessment and treatment (SOTP) site, offering Core SOTP, BNM, Extended SOTP, Adapted Better Lives Booster and the Healthy Sex Programme.</p> <p>All sex offenders will be assessed using RM2000 to establish their static risk of sexual reconviction, where this has not already been done.</p>	This table is for offenders with a current sexual offence - including offences with a sexual element or motivation which are not statutory sexual offences - only

	<p>OGR's</p> <ul style="list-style-type: none"> ▪ 9 are very high OSP & low OGR's ▪ 30 are medium OSP & medium OGR's ▪ 45 are high OSP & medium OGR's ▪ 26 very high OSP & medium OGR's ▪ 43 are both OGRS >50 and higher OGR's 	<p>Low RM2000: generally not referred for assessment for SOTP unless they are; indeterminate sentence, mandatory or discretionary life sentenced prisoners or are identified to have an assessed IQ below 80 and/or associated cognitive functioning deficits. Care will be taken to screen for idiosyncratic cases where the static assessment measure may not capture risk in the individual case. These will be reviewed by specialist staff to determine whether further assessment and/or intervention are required.</p> <p>Medium RM2000 or above: These cases will be referred for further local assessment for access to SOTP Programmes. Cases will be managed and prioritised in accordance with current guidance. Provision of SOTP Programmes will be targeted to meet assessed population need within the overall target completions as agreed.</p> <p>For TSP sexual offenders assessed as meeting the risk and need criteria will be offered access to TSP within the overall target completions as agreed.</p> <p>For RESOLVE sexual offenders will generally not be assessed for this intervention until after completion of identified core sex offender Programmes. In cases where there is relevant outstanding treatment needs individuals will be referred for further assessment.</p>	<p>Figures do not include offenders with a previous conviction for a sexual offence</p> <p>SOTP Completions 34</p> <p>Of which; Core SOTP 17 Extended SOTP 8 BNM 7 HSP 2</p>
Violent offenders	<p>All violent offenders: 261</p> <p>Of whom;</p> <ul style="list-style-type: none"> ▪ 95 are low OVP & low OGR's ▪ 9 are medium OVP & low OGR's ▪ 40 are medium OVP & medium OGR's ▪ 53 are both OGRS >50 and higher OGR's 	<p>Where OASys has not already been completed, we will ensure OASys completion and subsequent reviews, (except in the case of ISPPs where responsibility for OASys completion remains with the external Offender Manager).</p> <p>We will take OVP into consideration when targeting activities and services for violent offenders.</p> <p>For TSP those offenders with OGRS3 24months score of 50 and above will be offered further assessment and where appropriate access to this intervention treatment. In addition assessment will be offered to prisoners with lower OGRS scores who are: serving an indeterminate sentence, sexual offenders who score medium and above on the RM2000 S scale. For those offenders identified as needing both TSP and RESOLVE, TSP will be sequenced first. Within the overall agreed target for delivery of places 30 places will be made available on TSP for sexual offenders and 10 places will be made available TSP offered for violent offenders. Allocation between sexual and violent offenders will be reviewed throughout the delivery year to ensure responsivity to both population need and prisoner engagement.</p> <p>Violent offenders with an OVP score between 30% and 60% will be offered assessed for the RESOLVE programme. Offenders serving an Indeterminate sentence with lower scores on OVP will be offered further assessment to determine whether clinical override should be applied for to meet identified individual treatment need and be provide assistance in</p>	<p>Figures do not include offenders with a previous conviction for a violent offence</p> <p>Living Skills completions: 63 (from 70 starts)</p> <p>Of which;</p> <p>TSP 36 (from 40)</p> <p>RESOLVE: 27 (from 30)</p>

		<p>progressing through their sentences.</p> <p>Those ISPs who meet the risk and need criteria will be prioritised for programmes, taking into consideration the proximity of their tariff expiry date.</p> <p>Violent offenders with an OVP score above 60% (and long enough left to serve), will be referred for assessment for SCP at an appropriate establishment and transfer if found suitable. Where they do not have sufficient time left to serve, or where SCP places are not available, they will be prioritised for access to RESOLVE.</p> <p>DV offenders: we will further assess all offenders with a DV flag on OASys, using SARA. In cases assessed as above low risk, where treatment needs cannot be met through locally available interventions we will work with colleagues to identify an appropriate placement for access to interventions.</p>	
Indeterminate Sentenced Prisoners (ISPs)	<p>Indeterminate Sentenced Prisoners: 460</p> <p>Of whom;</p> <ul style="list-style-type: none"> ▪ 188 are convicted of sexual offences ▪ 246 are convicted of violent offences ▪ 10 are convicted of robbery 	<p>Of the sentenced population 65% are serving indeterminate sentences.</p> <p>The intensity of case management arrangements for ISPs will range from medium to high and vary over the course of their sentence. Highest levels of intensity will focus around key events such as preparing for progression or moving to open conditions. The intensity of case management will also vary dependant upon the level of risk presented by the individual (risk includes risk of re-offending, risk of serious harm, violent and sexual offending etc).</p> <p>All indeterminate prisoners will be allocated an Offender Supervisor who will manage cases in line with PSO 4700 Indeterminate Sentence Manual, PSO 6000 Parole, Release and Recall and PSO 6010 Generic Parole Process.</p> <p>The Offender Supervisor (OS) will complete an OASys (except in the case of ISPPs where responsibility remains with the external Offender Manager) with a sentence plan that priorities interventions and services to address risk and need and where appropriate will seek transfer for offenders to access services. Offender Supervisors communicate priorities through locally agreed information sharing protocols. The frequency of contact sessions and case reviews will be varied dependant upon case prioritisation factors. An application system is also provided to enable prisoners to request additional OS contact. Contact will focus on encouraging individual engagement, preparation for/consolidation of learning, whether through accredited interventions or wider regime activities, reviewing progress, addressing setbacks and individualised goal setting.</p> <p>The allocation of places for offenders for cognitive skills programmes will be prioritised to offender groups where there is the highest chance of reduction of risk (male offenders with convictions for sex, violence and more minor drugs offences), considering the recent reconviction studies and guidance (Travers 2012, NOMS Evidence and Segmentation 2013).</p>	
Low likelihood of any reconviction OGRS 0-	OGR's 0-24 – 403	Low intensity case management for offenders in this OGRS band; except for violent offenders with OVP of 30%+, sexual offenders assessed as medium risk or higher under	

24%	<p>Of whom;</p> <ul style="list-style-type: none"> ▪ 275 are sexual offences and 129 of those are also low on OSP ▪ 113 are for violent offences and 95 of those are also low on OVP ▪ 3 are for robbery offences ▪ 2 are for drug offences 	<p>RM2000, indeterminate sentenced prisoners, or are identified to have an assessed IQ below 80 and/or associated cognitive functioning deficits. Care will be taken to screen for idiosyncratic cases where the static assessment measure may not capture risk in the individual case. These will be reviewed by specialist staff to determine whether further assessment and/or intervention are required.</p> <p>Low intensity case management includes: Offender Supervisor review are scheduled based upon engagement. An application system is also provided to enable prisoners to request additional OS contact. Contact will focus on encouraging individual engagement, preparation for/consolidation of learning, whether through accredited interventions or wider regime activities, reviewing progress, addressing setbacks and individualised goal setting.</p> <p>We will champion the 'Every Contact Matters' approach to maximise the value of staff interactions and ensure that all staff who have contact with offenders understand their role in contributing to rehabilitation, and feed back on any relevant contact to the OMU and Offender Supervisors. This process will be supported by Pro-Social Modelling, Programme Awareness and needs led training for Offender Supervisors and prisoner facing staff.</p> <p>Risk Management considerations are informed by information drawn from the individual OASys case assessment, risk of serious harm rating, security considerations and current critical risk assessment (risk to self and others).</p> <p>As a High Security Prison the baseline risk management approach for all offenders is based on integrated working between OMU, Security Department, Residential Staff, Psychology and others as required, so that risk information is shared effectively.</p> <p>All cases prompt a pro-active approach to observing and recording behaviour, and sharing information across the prison.</p> <p>Offence type and current risk assessments will inform the management of visit arrangements, levels of safeguarding and monitoring arrangements as required.</p> <p>Individuals assessed as presenting high or very high risk are prioritised for the highest levels of risk management, which includes monitoring of communications, inter-departmental risk management meetings and individual intensive case management in cases of greatest current/critical concern.</p> <p>Offenders within this OGRS band will have access to the core rehabilitative offer as per table 4a. In general, no additional target of rehabilitation services are offered to offenders in this OGRS band (see specific approaches above for violent offenders, sexual offenders and indeterminate sentence prisoners).</p>	
Medium likelihood of any reconviction OGRS 25-49%	<p>OGR's 25-49 – 175</p> <p>Of whom;</p> <ul style="list-style-type: none"> ▪ 85 are sexual offences and 	<p>Low intensity case management will be provided (as described in 0-24% above) for offenders in this OGRS band, except for violent offenders with OVP 30%+, sexual offenders assessed as medium risk or higher under RM2000, indeterminate sentenced prisoners, or are identified to have an assessed IQ below 80 and/or associated cognitive functioning deficits. Care will be taken to screen for idiosyncratic cases where the static assessment</p>	

	<p>30 of those are also medium on OSP</p> <ul style="list-style-type: none"> ▪ 74 are for violent offences and 40 of those are also medium on OVP ▪ 4 are for robbery offences ▪ 3 are for acquisitive offences 	<p>measure may not capture risk in the individual case. These will be reviewed by specialist staff to determine whether further assessment and/or intervention are required.</p> <p>Release of ISPs from this setting is rare and accommodation and employment needs are therefore dealt with individually. Access to wider vocational training is available to all offenders.</p> <p>Offenders in this risk band will be considered for TSP, SOTP and Resolve, taking into account the prioritisation of prisoners with a higher OGRS score and specific critical clinical needs.</p>	
High likelihood of any reconviction OGRS 50- 74%	<p>OGR's 50-74 – 112</p> <p>Of whom;</p> <ul style="list-style-type: none"> ▪ 40 are sexual offences and 21 of those are also high on OSP ▪ 63 are for violent offences and 5 of those are also high on OVP ▪ 4 are for robbery offences ▪ 3 are for acquisitive offences 	<p>Medium intensity case management will be made available to as many offenders in this OGRS band as resources will allow. Priority will be given to violent offenders with OVP 30%+, sex offenders with a RM2000 above 'low' and all indeterminate sentenced offenders for this level of service.</p> <p>Prisoners in the last 12 months of their sentence in this OGRS band will be prioritised to access rehabilitative services to support their resettlement needs. IDRMT Meetings are held to oversee case management arrangements. Contact will be made with public protection agencies, as required, in preparation for release. Individual Case Reports are provided. Cases are closely managed with robust release arrangements approved by the Parole Board.</p> <p>TSP: Non-acquisitive offenders in this OGRS band are offered assessment for and a place on TSP.</p> <p>Acquisitive offenders in this OGRS band who are assessed as in need of Substance Misuse Interventions will be referred to our local service provider. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment.</p>	
Very high likelihood of any reconviction OGRS 75-89%	<p>OGR's 75-89 – 15</p> <p>Of whom;</p> <ul style="list-style-type: none"> ▪ 3 are sexual offences and 11 of those is also very high on OSP ▪ 11 are for violent offences and 1 of those is also very high on OVP ▪ 	<p>High intensity case management will be made available to as many offenders in this OGRS band as resources allow. Priority will be given to Violent offenders with OVP 60%+, sexual offenders with RM2000 above medium and ISPs post tariff or approaching tariff.</p> <p>High intensity case management provides all the components identified in medium intensity, with additional case specific components identified through individualised assessment processes.</p> <p>Prisoners in the last 12 months of their sentence in this OGRS band will be prioritised to access rehabilitative services to support their resettlement needs. IDRMT Meetings are held to oversee case management arrangements. Contact will be made with public protection agencies, as required, in preparation for release. Individual Case Reports are provided. Cases are closely managed with robust release arrangements approved by the Parole Board.</p> <p>TSP: Non-acquisitive offenders in this OGRS band are offered assessment for and a place on TSP.</p>	

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		Acquisitive offenders in this OGRS band who are assessed as in need of Substance Misuse Interventions will be referred to our local service provider. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment.	
Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	OGR's 90-100 – 1	Enhance high intensity management through MAPPA, focus and encouragement to engage with offender management	

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		
Thinking Skills Programme (TSP)	40	36
RESOLVE	30	27
Total	70	63
Sex Offender Treatment Programme (nationally commissioned)		
Core Sex Offender Treatment Programme (C-SOTP)	18	17
Adapted Sex Offender Treatment Programme (A-SOTP) (Becoming New Me) (BNM)	8	7
Extended Sex Offender Treatment Programme (E-SOTP)	9	8
Healthy Sexual Functioning (HSF) Programme	2	2
Total	37	34
Grand Total	107	97

Table 6: Development Objectives

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)
1(a) There is a sense of purpose in relation to rehabilitation, desistance and progression through a sentence which is shared and understood by all who work with offenders	<p>Engagement with prisoners who do not accept responsibility for their offending:</p> <ul style="list-style-type: none"> ▪ HMP Wakefield will build on our engagement strategy, by taking forward specific research to accurately measure individual acceptance of responsibility for offending behaviour. ▪ Research project outcomes will be used to inform delivery of our Engagement Strategy 	No
1(b) – All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.	<ul style="list-style-type: none"> • Over the next 3 years HMP Wakefield will continue to develop a local strategy which embraces a rehabilitative culture. The Strategy will identify areas of priority and weaknesses that require action, this document will be reviewed annually and it will include approaches to; <ul style="list-style-type: none"> - Every Contact Matters - The communication strategy - Coaching and Training support - Fairness and consistency - Inclusivity and Decency - Prisoner consultation committee meetings • The action plan to address identified needs in progressing towards a rehabilitative culture aims to introduce innovations such as drop in centres, community councils and question time meetings • Progress towards this will be monitored locally and reviewed quarterly QSLAM quarterly reporting & monitoring will also track progress at SMT. • Our work will be guided and influenced by the information contained within the NOMS evidence and segmentation 2014 document. 	Yes

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	<p>HMP Wakefield will develop a strategy that details how we intend to develop a Rehabilitative Culture over the next 3 business years and will identify areas of priority and weakness. This strategy will be reviewed by the SMT at least annually and will include, as a minimum;</p> <ul style="list-style-type: none"> ▪ An Action Plan – to address identified needs to achieve the objective. To create new ways of working and new ways of thinking to achieve the goal. HMP Wakefield will be innovative and will examine aspects of service delivery and engagement not usually undertaken such as ‘Drop in Centres’ for prisoners to engage in the implementation of the rehabilitative culture. Wakefield will develop a ‘measuring tool’ to gauge the impact and effectiveness of its strategy and to ensure the definition and aims are clear. ▪ A Communications Strategy – this will define when created how the messages will be delivered to prisoners, staff, visitors and co-commissioned service providers. It will lean heavily of ‘Every Contact Matters’ highlighting why staff attitudes, behaviours, expectations and inter-personal style are so important to the success of the objective. Allowing staff access to other establishments to see elements of best practice is a consideration. ▪ Coaching and Training Support – the local strategy will consider how to equip and reinforce staffs ability to enact their contribution to the Rehabilitative Culture and consideration should be given to utilising the SPDR & NOMS CQF’s (2012-17) ▪ Fairness and Consistency – the local strategy will consider the impact of fairness and consistent application of rules in enabling the Rehabilitative Culture and ensure particular consideration of the applying the new IEP Scheme (PSI 20/2013) both in terms of management checks and perceptions of fairness of application by prisoners. ▪ Inclusiveness – the strategy will consider engagement with minority groups to ensure inclusivity of prisoners with protected characteristics. ▪ Prisoner Consultative Committees – the strategy will consider the effectiveness of local arrangements. Establishments will be encouraged to share learning and best practice – an event to facilitate this shared learning will be facilitated by HSPG. Local considerations will include the selection of prisoner representatives, how they are developed in role and to examine the possibility of providing accredited qualifications linked to their role. 	
1(c) – Efforts are made to ensure offenders experience the environment as safe	<ul style="list-style-type: none"> ▪ Maintaining a Safe Environment – HMP Wakefield will implement the recommendations of the ‘Front End Searching’ review conducted on November 2013 in line with published timescales which are TBC. ▪ Improving Staff and Prisoner Confidence in Safety – HMP Wakefield will introduce ‘Body Worn’ video to segregation staff when it is rolled out. ▪ Promoting a Zero Tolerance to Violence – HMP Wakefield will take local action to increase awareness amongst staff, prisoners and visitors of the NOMS policy of zero tolerance to violence. The local approach 	Yes

	<p>will include publication of Violence Management data – there should be confidence and an assurance as to the data's accuracy.</p> <ul style="list-style-type: none"> ▪ Preservation of Life – HMP Wakefield's 2014 Local Assurance Framework will reflect accepted recommendations arising from murder in custody investigation recommendations. Quarterly assurance fieldwork will be undertaken covering compliance with the HSE Population Strategy – Strategic Management and Transfer of Prisoners. Evidence from this fieldwork will be maintained for potential inspection by the DDC. This will have a quarterly review. ▪ Extremist Prisoners – To ensure individuals that seek to impose extreme views or ideologies on others are robustly managed in order to minimise their ability to be able to impact on the safe operating of establishments, individual prisoners or groups of prisoners. <ul style="list-style-type: none"> ▪ How – a range of management options will be explored in order to minimise the effect this prisoner type may have and to offer developed interventions in order to address their views. ▪ Measure – Through competitive analysis of related intelligence from NOMS and partner agencies in order to assess any changes in dynamics following management strategies have been agreed and put in place. 	
1(d) – Good quality risk assessments, risk management systems and information sharing between partner agencies (where relevant) result in the application of appropriate public protection and security measures, and these ensure the needs of victims are appropriately addressed.	<p>Promoting Public Protection – In 2013 Audit and Corporate Assurance Unit identified inconsistent information sharing between Security and Public Protection departments, specifically the transfer of information from IR's onto VISOR. Local arrangements will be implemented to monitor and ensure information is transacted on a timely basis between the two systems and departments. This process will have a quarterly review to check by the SMT for compliance.</p>	Yes
2(d) Work together with Local Authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to	<p>Key Delivery Milestones 2014/15 Head of Residential Safety</p> <ul style="list-style-type: none"> ▪ 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 	

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<p>live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves.</p>	<p>for service delivery; the role of the prison in informing the design of any local authority service specifications.</p> <ul style="list-style-type: none"> ▪ 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. 	
<p>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</p>	<ul style="list-style-type: none"> ▪ HMP Wakefield will maximise opportunities to identify appropriate referrals for all HS OPD sites <p>Offender Personality Disorder (OPD) for Closed Supervision Centre Prisoners</p> <ul style="list-style-type: none"> ▪ The CSC & HS OPD leads will develop an agreed pathway procedure model and/or criteria for moving prisoners across the specialist OPD Pathway services ▪ The CSC & HS OPD leads will review Referral Guidelines for each service and incorporate information pertaining to the variety of OPD Pathway options available to CSC populations ▪ The CSC & HS OPD Unit staff will attend relevant meetings regarding current and future referrals across services to ensure closer links ▪ HSE staff will be made aware of the HS OPD Pathway model and will be encouraged to make informed and meaningful decisions regarding appropriate referrals to, and across the PD Pathway ▪ HSE staff will continue to make meaningful and informed referrals identifying the most appropriate Pathway service including CSC and/or HS PD Units for High Security prisoners. <p>Offender Personality Disorder (OPD) Pathway for Subversive Disruptive Prisoners</p> <ul style="list-style-type: none"> ▪ There will be diversion of a small number of STG nominal's, who are involved in prison violence, disorder or subversion AND who present in a way that is likely to reflect psychopathic traits, towards the HS Offender Personality Disorder Pathway ▪ Pathway and HS OPD leads will establish closer working links ▪ Consideration will be given on completion of PCL-R and/or IPDE assessments (or at least screening, in the first instance) of STG nominal's involved in prison violence and persistent subversive activity. When such assessments are completed a HS OPD referral will be considered. ▪ STG/Pathfinder Nominal's who potentially meet HS OPD criteria will be considered for suitability for such services ▪ Where cases are considered suitable on consent to moving to a HS OPD unit, CT advice and consultancy to HS OPD will be offered to ensure that both criminogenic and specific extremism risks are addressed as effectively as possible by HS OPD interventions and that all relevant risks are continually assessed. 	<p>Yes</p>

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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.	<p>HMP Wakefield's SMT will develop their understanding and use of Segmentation Data and will use it to review against their current population profile. They will also ensure that interventions provided to their population remain relevant and appropriate – this will be subject to a quarterly review.</p> <p>HMP Wakefield's OMU Lead and Director of Psychological Services will review the population segment that scores both 'Low' on both OGR's score and OVP score. They will complete a brief review considering the justification for this cohort of prisoners being appropriately allocated within a HS establishment – this will be subject to a quarterly review.</p>	Yes
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	<p>Sex Offender Programmes:</p> <ul style="list-style-type: none"> HMP Wakefield will work closely with national programme providers to take forward a pilot of the new Sex Offender Treatment subject to CSAP approval centrally 	No
4(b) - Ensure the use of custodial capacity delivers the most cost-effective configuration of places and meets the MOJ's strategic requirements and the needs of co-commissioning and delivery partners whilst reducing cost.	<p>HMP Wakefield will work constructively with PMU to ensure that its population profile is managed to achieve the outcomes required by the Reconfiguration Project (this is currently in the detailed planning stage)</p> <p>From the perspective of the HSE, the main impact of this will be that Cat C prisoners currently held in Core Locals will be relocated to Cat C establishments to be replaced by appropriately allocated Cat B prisoners from elsewhere around the prison estate. This approach will also see a focus on ensuring appropriately risk assessed progressive moves from HSE to non-HSE to ensure that HSE spaces are preserved for those prisoners presenting the highest risks of escape or to order and control.</p>	Yes
5(a) - Individual need and characteristics are	HMP Wakefield will work proactively with the OLASS4 Providers – The Manchester College, and the National Careers Service to provide 'on-the-job' work based learning and accreditation to prepare for future employment and	No

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identified, assessed for significance and monitored	<p>progression through the custodial system.</p> <p>In addition, the National Careers Service will deliver a pre-release intervention to prisoners identified in their last 2 years of custody and this will be progressed through an individual module delivered by the Manchester College to address pre-release/resettlement issues.</p>	
5(b) - Information on individual need and characteristics is used to sequence and adapt service to individual needs and maximise their benefit, and offenders are supported and encouraged to access appropriate services.	<p>HMP Wakefield will develop a local strategy document that details specifically how provision will be made for each of the below criteria. It will identify gaps in provision and areas of improvement which will be included in the Diversity & Equality Action Plan. This could potentially inform transition planning for the transfer of lead responsibility of Social Care to local authorities from April 2015. This will include how local monitoring and management oversight will be maintained and it should be published and available to staff and prisoners.</p> <ul style="list-style-type: none"> ▪ Learning Disabilities and Difficulty ▪ Physical Health & Disability ▪ Mental Health ▪ Maturity (including capacity for taking responsibility for, and understanding consequences of ones actions and attitudes to risk taking) ▪ Family Circumstances (e.g. relationship breakdown, caring responsibilities, financial problems etc) ▪ Protected Characteristics 	Yes
6(a) - Continue to identify, assess and manage extremist offenders by engaging with existing local structures and ensuring that training and awareness is embedded among key staff groups. Ensure referral, where appropriate, to interventions, structured assessment and structured interventions and faith based programmes according to offender risk and need.	<ul style="list-style-type: none"> ▪ In relation to NOMS approach to the identification, assessment and management of extremist prisoners, all HS Prisons will ensure delivery in the key thematic areas of Intelligence Gathering & Management; Offender Management and Public Protection; and Interventions and Resettlement. ▪ All HS Prisons will ensure that any recommendations related to the identification, assessment and management of extremist prisoners which are identified in year are implemented within reasonable timescale. <p style="text-align: right;">Progress monitored quarterly</p>	Yes

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<p>6 (b) Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable delivery where it does not.</p>	<p>HMP <i>Wakefield</i> will develop and implement a plan by December 14 for the creation of a supportive environment which will enable delivery of victim-offender conferencing (RJ). The plan will focus on developing;</p> <p>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;</p> <ul style="list-style-type: none"> • agreed referral processes with partners • processes which contribute to suitability and risk assessments • integration of RJ into sentence planning 	
<p>6(e) - Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.</p>	<p>HMP Wakefield will monitor prison video link utilisation and work to achieve an increase in its use compared to 2013-14. This approach may see increased engagement with Court User Group Meetings / Magistrates Visits / variation in operating hours and stakeholder groups but may also consider other innovation that reduces cost and risks to security such as showcased by HMP Frankland when they were previously able to innovatively bring 'the court to prison'.</p> <p>In addition; HMP Wakefield will continue a strategy for extending use of video conference facilities which is consistent with the NOMS Video Action Plan, ensuring that use is consistent with type of establishment and makes maximum usage of existing/planned facilities. The Head of OMU is the establishment lead for the NOMS video action plan and will establish and maintain relationships with the relevant stakeholders.</p>	<p>Yes</p>

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	

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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)	Yes	Existing service specification which remains in force
38	Bail Services	Yes	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 / NO]
Cell & Area Searching	A risk assessed programme of routine area searching is agreed, documented and completed correctly.	<i>Standard in HSE</i>
Cell & Area Searching	Assurance is sought through a risk assessed programme of covert testing.	<i>Standard in HSE</i>
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	No
Visits - Services for Visitors	Visitors are able to purchase snacks and hot/cold drinks prior to the visits period.	Yes
Visits - Services for Visitors	Visitors are able to purchase a meal and hot/cold drinks prior to the visits period.	No
Visits - Services for Visitors	Private meetings can be facilitated between visitors and Partner Agencies.	Yes
Visits - Services for Visitors	There are facilities for children to play whilst waiting to visit a prisoner.	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.	Yes
Faith and Pastoral Care	Prisoners have access to a Resettlement Chaplaincy Scheme.	No
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.	Yes
Prisoner Employment, Training & Skills	Prisoners have the opportunity to gain industry recognised and accredited qualifications through employment, training and skills according to risk and need.	Yes
Prisoner Employment, Training & Skills	Qualifications gained are aligned with market needs and within the Qualifications and Credit Framework	Yes
Deliver Accredited Programmes	Competent staff are contributed to the national training provision as agreed by the commissioner. Output wording subject to revision	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)	4 hours weekly	

8. Activity Places (Work and Prison Services)

Table 8a: Agreed Activity Allocations Places

INDUSTRIES (ONE3ONE)	WAKEFIELD									
		prisoner places per activity (planned per week total for 2014-15)	TOTAL STAFF NUMBERS	CORE HOURS PER WEEK	Annual Internal Soft Charged Sales Predictions	Annual Internal Hard Charged Sales Predictions	Annual External Sales Predictions	Annual Internal Soft Charged Materials Predictions	Annual Internal Hard Charged Materials Predictions	Annual External Materials Predictions
INDUSTRY SERVICE CODE	WORKSHOP NAME									
Industries - Cleaning BICS	Industrial Cleaning 14	12	2	25.75	£0	£0	£0	£0	£0	£0
Industries - Braille	Braille	25	3	25.75	£0	£0	£5,000	£0	£0	£0
Industries - Braille	Cat A Braille 2	9	1	25.75	£0	£0	£0	£0	£0	£0
Industries - Charity	Craft & Charitable Workshop 6	20	2	25.75	£0	£0	£800	£0	£0	£0
Industries - Textiles	Textiles 1	40	3	25.75	£0	£80,000	£10,000	£0	£76,000	£1,000
Industries - Desk Top Publishing	Print Shop DTP	12	1	25.75	£1,000	£0	£100	£0	£0	£0
PICTA	PICTA - 13	18	2	25.75	£0	£0	£0	£0	£0	£0
Industries - Enterprise/Contracts Services	Contract services / Welding Workshop 2	15	1	25.75	£0	£0	£5,820	£0	£0	£0
Industries - Textiles	Textiles 3	30	2	25.75	£0	£200,000	£0	£0	£190,000	£0
Industries - Enterprise/Contracts Services	Contract Services Workshop 8	15	1	25.75	£0	£0	£2,552	£0	£0	£0
Industries - Woodwork	Woodwork 15	16	2	25.75	£0	£0	£1,500	£0	£0	£0
		212	20		£1,000	£260,000	£25,772	£0	£247,000	£1,000

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	Carer (all residential)	6	24hrs50m
HU2 Wing Activities			
HU3 Wing Activities			
HU4 Wing Activities			
HU5 Wing Activities			
HU6 Wing Activities			
Kitchen		35	24hrs50m
Orderly Cleaners	Library, Education, Gym, Chapel, MDT	23	24hrs50m
Recycling Activity		45	24hrs50m
Weekend Activity			
Works Department			
Wing Cleaning	Cleaner (all residential)	144	24hrs50m
Other Occupations			
Sub total		253	

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 – Entry-L2 including ITQ	50 FTE	24hrs 50m
Core Education Classes	Non-functional skills delivery	40 FTE	24hrs 50m
Education Induction Assessment		0.1 FTE	24hrs 50m
National careers Service Pre-Release	Pre-release intervention	0.1 FTE	24hrs 50m
Education leading to accreditation	OU/DL	0.1 FTE	24hrs 50m
PE Leading to QCA Qualifications	PE related Progression/First Aid Courses	0.3 FTE	24hrs 50m
ROTL			
Prison Induction Courses/Interviews			
Other			
Sub total		90	
Table 8 Total		555	

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	4h 03m	1h 08m	0h 24m	1h 09m	0h 33m	7h 20m
Tue	4h 09m	1h 08m	0h 24m	1h 09m	0h 34m	7h 28m
Wed	4h 03m	1h 08m	0h 24m	1h 09m	0h 33m	7h 20m
Thu	4h 09m	1h 08m	0h 24m	1h 09m	0h 34m	7h 28m
Fri	1h 40m	3h 03m	0h 00m	1h 03m	0h 16m	6h 05m
Sat	0h 05m	5h 24m	0h 00m	1h 19m	0h 01m	6h 52m
Sun	0h 00m	5h 24m	0h 00m	1h 19m	0h 00m	6h 44m

5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	3h 37m	1h 31m	0h 20m	1h 08m	0h 30m	7h 08m

7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	2h 36m	2h 38m	0h 14m	1h 11m	0h 22m	7h 02m

Section 4: SLA Delivery Requirements and Levels at Commencement Date

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

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

Secure and Decent Custody

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU001	Discharge to Court	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	100.00 %
CU003	Absconds	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
CU006	CAT A Escapes													0	0	0	0	0	0
CU007	Escapes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CU016	Mandatory Drug Testing (MDT)	4.75 %	4.75 %	4.75 %	4.75 %	4.75 %	4.75 %	4.75 %	4.75 %	4.75 %	4.75 %	4.75 %	4.75 %	4.75 %	4.75 %	4.75 %	4.75 %	4.75 %	
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
	Security Audit - & Assurance	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
CU056a	Corporate Assurance (A&CA)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
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	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.95
		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

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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	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.86
		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	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.83
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU088	Violence Management																		

Offender Management

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

Interventions

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU019	Sex Offender Treatment Programme (SOTP) Completions													34	34				961
CU021	Offending Behaviour Programme (OBP) Completions													63.00	63.00				6,456.00

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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	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 %	
CU015	Employment on Discharge	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 %	
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