



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 Manchester

Local Establishment Annex 2014-15

Version Control Table		
Version No.	Reason for Issue / Changes	Date Issued / Amended
P1.0	Published for Commissioning Round from 2014	01 April 2014

Table of Contents

	Page
SECTION 1: SERVICE OVERVIEW	4
1. Establishment Details	4
Table 1: Establishment Details	4
2. Establishment Population	4
Table 2a: Capacity Specification	5
Table 2b: Population Allocation Specification	5
Table 2c: Population Assumptions – Origin of the Population	5
Table 2d: Population Assumptions – Estimated Background of the Population	6
 SECTION 2: ESTABLISHMENT DELIVERY	 7
Table 3: Local Response to Commissioning Intentions	7
Table 4a: Rehabilitation Services	40
Table 4b: Rehabilitation Services - Additional Services Offer	43
Table 5: Accredited Programmes provided in the establishment	52
Table 6: Development Objective	53
Table 7a: Mandatory Service specifications applicable under this Local Annex	68
Table 7b: Service specifications applicable under this Local Annex	69
Table 7c: Service Options, above the national minimum	70
Table 7d: Agreed delivery hours for specified services	71
Table 8a: Agreed Activity Allocation places	72
Table 8b: Services (not industries)	73
Table 8c: Other Activities	74
 SECTION 3: REGIME OUTLINE	 76
 SECTION 4: SLA DELIVERY REQUIREMENTS AND LEVELS AT COMMENCEMENT DATE	 77

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 Manchester
Establishment type	HSE Local Resettlement
Specialist function	Specialist Intervention Unit, Designated Cells within the Segregation Unit for Prisoners under Rule 46, (CSC) Close Supervision
Security Category / Categories:	Category A or lower/ Young Adults suitable for closed conditions or lower including Restricted Status
Annual Operating Price	27,567,581

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	965
Operational Capacity	1286

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:	Remand and Sentenced prisoners
Sentence Length / Type:	No restrictions 10% resettlement
Offence Type:	No restrictions
Nationality:	No restrictions

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

Table 2c: Population Assumptions – Origin of the Population
<i>HMP Manchester is a High Security Core local holding male prisoners aged 21 and over. The population is mainly comprised of remand prisoners and newly sentenced prisoners. This establishment mostly holds prisoners remanded or sentenced by courts in the North West from Manchester, Salford and Trafford Crown Courts among others. The establishment will also receive redirections from other local prisons as necessary, particularly high risk prisoners (including High Risk young adults).</i>

Table 2d: Population Assumptions – Estimated Background of the Population

OCTOBER 2014							
	Cat A	Cat B	Cat C	Cat D	Male YO	Other	Total
Prisoners on remand, convicted unsentenced, or sentenced uncategorised	6	19	18	0	0	300	343
Prisoners sentenced to less than 12 months	0	17	100	0	0	0	117
Determinate prisoners serving 12 months or more but less than 4 years	1	36	204	0	0	0	241
Determinate prisoners serving more than 4 years	12	93	94	0	0	0	199
Indeterminate prisoners	10	33	30	0	0	0	73
Determinate and indeterminate Recallees	1	9	77	0	0	8	95
Non-criminals	0	0	2	0	0	6	8
Resettlement	N/A	105	105	N/A	N/A	N/A	210
Discretionary	N/A	N/A	N/A	N/A	N/A	N/A	0
Total	30	312	630	0	0	314	1286
Resettlement	Yes	Reset %		17%	Reset No.		210
Specialist Function	Specialist Intervention Unit, Designated Cells within the Segregation Unit for Prisoners under Rule 46, (CSC) Close Supervision						

SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions

CI Title & No.	Response to Commissioning Intention
1: Enhance public protection and ensure a safe, decent environment and rehabilitative culture.	
<p>C.I 1(a) There is a sense of purpose in relation to rehabilitation, desistence, and progression through a sentence which is shared and understood by all who work with offenders</p>	<p>Rehabilitation is central to the role of HMP Manchester. As a prison holding long term offenders, it is vitally important for a sense of purpose to be maintained that overcomes the potential for anti-establishment cultures to develop. We believe that it is crucial that staff assist this through a strong positive presence and communicate a clear sense of purpose and optimism to prisoners.</p> <p>The foundation to support rehabilitation requires real emphasis on Safety and Decency. By creating a safe and decent environment, where prisoners do not have to keep looking over their shoulder, they are afforded the opportunity to concentrate their mental energy into constructive and positive activities that will assist their rehabilitation.</p> <p>We enforce and maintain a zero tolerance approach to violence, the effectiveness of which continues to be measured through the Violence Management Service Delivery Requirement (SDR). We actively utilise the Incentives and Earned Privileges (IEP) scheme to manage offenders who fall short of achieving the expectations set, and positively reinforce appropriate behaviours by awarding more privileges (i.e. enhanced status) to those offenders who address their offending behaviour and respect the rules. Any prisoner who participates in an act of violence is immediately considered for a downgrade of privilege level to Basic. All acts of violence are referred to the local Police Liaison Officer who then undertakes initial enquiries to see if victims wish to press charges and considers whether they are likely to be taken forward by the Crown Prosecution Service. In addition, all prisoners involved in acts of violence are placed on report for disciplinary charges and the adjudication process started. We will promote this zero tolerance approach</p>

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	<p>amongst staff, visitors and prisoners through relevant communication and publishing the violence management data to demonstrate the implementation of this approach.</p> <p>We have a Safer Prisons department whose role it is to implement and monitor strategies relating to bullying and violence reduction and also self harm and suicide prevention. They monitor the use and quality of anti bullying documentation, investigate acts of violence and unexplained injuries and regularly consult with prisoners over their feelings of safety, recognising the needs of different prisoner groups.</p> <p>We continue to achieve, and have historically achieved, low levels of positive drug test results. Recent improvements have been made enabling suspicion testing to be conducted within 24 hours of a referral being made.</p> <p>The establishment is also aware of the risk of abuse of tradable prescription medication and its potential impact on the feelings of some prisoners with regards to safety. Manchester Mental Health and Care Trust have clear prescribing protocols in place to address the challenging task of reducing the supply of prescription medication due to the volume of prisoners requiring it. This will be reported, evaluated and addressed through regular multi agency drug supply reduction meetings.</p> <p>Mobile phone detectors are regularly deployed within the establishment and any phones or SIM cards found in prisoner locations are routinely sent to NDTSG for analysis with the resultant download further analysed by the prison. HMP Manchester uses the BOSS chair to screen every new reception prisoner, prisoners are screened routinely in visits and the Segregation Unit and also prisoners are searched on an intelligence led basis.</p> <p>We have an excellent security intelligence department who collate a steady stream of information reports from all departments in the establishment. The Mercury intelligence system is now embedded throughout the establishment. This enables gathering and analysis of intelligence to inform key decision making and evaluate threat priorities which are formally assessed each month. Intelligence reports are disseminated throughout the establishment in order to provide current and relevant information for all staff to help ensure a safe and secure environment. Prison intelligence is shared with external law enforcement agencies</p>
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as and when required and in accordance with relevant legislation. We have trained staff in the role of intelligence analyst, intelligence collator, LCPM (local corruption prevention manager), Security Manager, CHIS handler, CHIS controller, Surveillance Administrator, Surveillance Gate keeper, and are well versed in NOMS' RIPA capability and the powers are deployed where appropriate and proportionate. Prison Intelligence is also used to prevent further criminality taking place from within the prison. Strong partnership working with the police and other prison intelligence units ensures a joined up approach to preventing further criminality from taking place. Subject profiles are developed for the key individuals who have been highlighted through the intelligence arrangements as looking to continue or have the potential to continue criminality from within the prison. These 'development nominal's' are then subjected to closer monitoring using the legislative processes that are available. This is equally applied to extremist offenders who seek to impose extreme views or ideologies on others. These prisoners are robustly managed in order to minimise their ability to be able to impact on the safe operating of establishments, individual offenders or groups of offenders. We are willing to apply further learning in order to manage this group of prisoners more robustly.

We have developed good processes of information sharing for MAPPA and continue to place emphasis on personal attendance at MAPPA meetings in the community for prisoners in sight of release. This ensures that all relevant information is shared with key partners who will assume responsibility for managing the offender in the community. We also have a strong track record of partnering VISOR records for all MAPPA Nominal's. Ensuring accurate and timely completion of that record using the minimum datasets, as per PSI 06/2013 – Mandatory Use of VISOR, will form the basis of a development objective for this year.

All prisoners at Manchester have a current and active risk management plan (sentence plan). This is informed by good risk assessment processes utilising information from a variety of sources including historic, such as previous offending history and life experiences through to current custodial behaviour. This allows the completion of the risk management plan, which not only seeks to address risk factors for each individual offender, but also looks to build on their personal strengths as a way of encouraging them to desist from crime. These risk management plans need greater understanding by all staff that come into contact with each offender so that they can continue the work of the Offender Supervisor in motivating and encouraging prisoners to succeed. This will form part of another development objective.

Staff further support a safe and decent environment by:

- enforcing rules fairly and consistently
- creating environments that have clear boundaries
- not tolerating aggression, insult or degrading behaviour
- getting things done
- assisting prisoners to feel they can trust others, feel free of the fear of attack, believe they are in safe hands, enabling them to relax their guard

The staff/prisoner relationships build on the feeling of Safety within the prison to further create a rehabilitative culture. The constructive relationships that exist are built around an expectation for prisoners to succeed and genuine care for the individual. Prisoners are treated with courtesy. Staff will demonstrate and teach skills of goal setting, communication, conflict resolution, emotional management and problem solving.

As a Community Prison we are looking to develop greater links with the ten local authorities of Greater Manchester through two pieces of work, the Integrated Offender Management model and Troubled Families, which across Greater Manchester will reduce the risks associated with offending with a holistic approach in terms of strategy, resources and geographic location this will develop further under the transforming justice measures.

Creating a safe and decent environment where the prevailing culture is to support and develop a constructive environment enables offenders to undertake further work towards their rehabilitation. We offer comprehensive support for offenders to address their drug and alcohol dependency. Integrated substance misuse services are provided by Greater Manchester West. Interventions consist of psycho-social support and medication to help stabilise individuals so that they can participate in normal prison life, concentrating on other factors that will enable them to desist from crime.

We provide a comprehensive suite of accredited offending behaviour programmes (Thinking Skills Programme, RESOLVE and the Cognitive Self Change Programme) to further help offenders to change their

	<p>attitudes and thinking to be more pro-social.</p> <p>Staff are provided with accredited programme awareness sessions to help them to understand desistance and behaviour that helps support it.</p> <p>Staff appraisal processes enable performance against expectations to be measured and for staff to understand what they need to do on a daily basis to support the overall aim of 'Changing Lives' and 'Protecting the Public'. These formal processes supplement less formal approaches for managers to provide feedback to staff and to coach and develop them in their role. The recent reassessment of our Investors in People accreditation took place in September 2013 and resulted in us retaining our Gold standard, the assessment mentioned several times the <i>Can do</i> attitude of staff at HMP Manchester. From 1st April 2014 HMP Manchester will be engaged and working towards the new performance management tool.</p> <p>An overall establishment strategy will articulate the approach at Manchester towards 'Changing Lives' and 'Protecting the Public'. This strategic document will feed down into departmental team plans and individual staff objectives. This helps staff to understand how the work that they do fits to the overall vision. The formation of this strategic document has been included as a development objective.</p> <p>Management will communicate this vision through regular staff briefings that seek to reinforce the vision and provide updates as to achievements made and where further effort is required.</p> <p>Management will support and foster the rehabilitative culture through visible leadership, coaching and modeling of the behaviors expected of staff.</p> <p>Visual communication around the establishment will seek to reinforce and demonstrate the factors that support desistance and the role/behaviours of every member of staff that helps to achieve the overall vision.</p> <p>Based on a Measuring Prisoners Quality of Life (MQPL) survey in 2012 and recent focus groups with</p>
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	<p>prisoners to explore the same theme, it is clear that the 'Every Contact Matters' initiative and a Safe & Decent environment are not as embedded as was expected. Some of the key themes for where improvement is required are in relation to prisoner's trust of staff, getting things done and explaining to them the reasons for decisions being made. There has been concern expressed in focus groups that the older population at Manchester feel less safe and subsequently spend less time associating with other prisoners due to feeling more vulnerable. Work to identify the gaps between prisoners perception of Safety and Decency and the Manchester vision will form part of a development objective</p> <p>Unfortunately, there have been tragic acts of violence carried out in Manchester and other High Security establishment leading to the murder of some prisoners. Although, these numbers are very small they are obviously significant and Manchester is committed to ensuring that the learning from subsequent investigations is maintained.</p> <p>We deliver aspects of a rehabilitative prison very well and will strive for continuous improvement to do this even better. The plans for achieving this are included as development objectives within this Service Level Agreement.</p> <p>HMIP is managed and tracked at HMP Manchester through the Consolidated Action Plan, this provides the Governor with the assurance that all actions and accepted recommendations are delivered within the agreed timeframes.</p> <p>The Governor at HMP Manchester also has local assurance audits as a further compliance check at his disposal, HMIP is also tracked through Functional Heads bilats.</p> <p>HMIP is also on all functional group delivery plans at HMP Manchester; these are regularly reviewed on SMT and bilats.</p> <p>Through our residential services specification we will ensure that good behaviour is incentivised and poor behaviour is challenged in accordance with ministerial expectations and PSI 30/2013. Prisoners who fail to show a commitment to their rehabilitation will not be considered for Enhanced regime.</p> <p>Commitment to continue to engage all offenders and review their sentence plan with them at least annually drawing on all area's of the establishment to contribute to the process.</p>
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	<p>Visibility of the Senior managers from Offender Management in and around the establishment who are able to satisfy themselves that all offenders know and have met with their Offender Supervisor.</p> <p>Categorisation and allocation decisions made on clear assessments of current risk with the emphasis on supporting a reduction in these to progress to establishments appropriate to the risk and sentence planning needs which will be collaboratively managed within scope of the Northwest Area reconfiguration project for population management.</p> <p>We have developed good processes of information sharing for MAPPA and continue to place emphasis on personal attendance at MAPPA meeting in the community for prisoners in sight of release.</p> <p>We ensure by attendance at MAPPA meetings all relevant information is shared with key partners who will assume responsibility for managing the offender in the community.</p> <p>We have a strong track record of partnering ViSOR records for all MAPPA nominal's ensuring the accurate and timely completion of that record using the minimum datasets as per PSI 06/2013.</p> <p>All prisoners in scope of phase 1 and phase 2 will have an active risk management plan drafted whilst at HMP Manchester</p> <p>Managers and staff at HMP Manchester are aware and understand the factors which impact on reoffending and desistance. These are identified through Offender Supervisor interactions, sentence plan and OASys reports and demonstrates compliance to the ethos of every contact matters with prisoners</p> <p>Offender Supervisors encourage lifers/ISP prisoners 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.</p>
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<p>C.I 1(b) All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.</p>	<p>The recently published, comprehensive Personal Officer Policy identifies all residential staff as key workers under the offender management model, with direct lines of communication to offender supervisors. There is a clear responsibility for residential staff to form constructive relationships with offenders and contribute to the risk management process and the rehabilitation agenda.</p> <p>Whilst prisoners are segregated (removed from normal location), HMP Manchester will review the prisoners risk to others and the establishment by ensuring the offender supervisor attends all reviews in order to allow full participation in a structured regime.</p> <p>Prison Officers who are in place in the role of Offender Supervisor's will receive bi-monthly supervision to identify and deal with risk and risk management supported by our national probation colleagues.</p>
<p>C.I 1(c) Efforts are made to ensure offenders experience the environment as safe.</p>	<p>Healthcare trust, Drug Services and Mental Health In reach work with residential staff to ensure those in crisis or need of support are able to access that support. In addition the providers mentioned, residential staff and the Safety and Equalities Team work collaboratively to provide a safe and decent environment for all.</p> <p>Through our residential services specification we will ensure that safety, order and control in residential areas are managed. Through engaging with the Benchmarking process we will ensure safe, decent and secure operating levels are established and maintained. We will utilise technology such as CCTV to assist us and prepare for all incidents through rigorous contingency planning exercises.</p> <p>HMP Manchester adopts the NOMS 'Zero Tolerance' approach to violence. We have a 'Challenging Anti-social Behaviour Strategy' which seeks to challenge violence and aggression robustly but also support victims of bullying and violence. We also have dedicated Safer Custody Team who works collaboratively with all our partner agencies to support those prisoners who are at risk of harm to themselves. Prisoners have avenues of confidential support through the Listener Scheme and are encouraged to report any incidents of concern through the 'Sharing Concerns Helpline'.</p> <p>The safer prisons team implement and monitor strategies in relation to bullying, violence reduction, suicide</p>

	<p>prevention and self harm.</p> <p>There are robust quality assurance processes in place and all incidents of violence and self harm are recorded, monitored and investigated with a strong emphasis on learning lessons to prevent reoccurrence</p> <p>OASys and sentence planning boards and reports are utilised to monitor relevant information, analysing data and initiating action where relevant.</p> <p>Manchester has well embedded IDRM (inter departmental risk management) procedures for Multi disciplinary approach to identification and management of those critical few offenders who raise concern that they present a raised risk of significant harm to staff / Prisoners / themselves and members of the public.</p> <p>Prisoner forums are held to explore and consider interventions and direction for progress through managing the custodial sentence</p>
<p>C. I 2</p> <p>Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners</p>	<p>HMP Manchester will ensure all agencies and partners in the establishment understand their contribution to the overall aims and objectives of HMP Manchester, they will be expected to demonstrate how their services fit within the overall context, this will be delivered with both contracts and service level agreements.</p> <p>Riverside Housing: Housing advice is an integral part of the HMP Manchester Resettlement strategy and reducing re-offending action plan. The link between homelessness and re-offending is well established: Homeless ex-offenders are twice as likely to be reconvicted as those with stable accommodation. Ex-prisoners are also only one fifth as likely to re-offend if they have stable accommodation. The objective of the service will be to make the greatest possible contribution to achieving a reduction in reoffending. The provider/s will do this by securing:</p> <ul style="list-style-type: none"> • Settled accommodation on discharge • Resolution to critical financial, benefit and debt issues • Improved access for offenders and their families to mainstream services, including financial advice • Working and signposting to other providers to support sustained employment on release

	<ul style="list-style-type: none"> • Working and signposting to other providers to support sustained training and education provision on release • The management of the contract is the responsibility of the head of reducing reoffending on behalf of the Governor. Monthly performance reports are submitted on monthly meetings take place between the head of reducing reoffending the contracts manager and riverside staff on a monthly basis. <p>The CRC (Community resettlement companies) specifications that cover Greater Manchester have only just been published and are currently at the early Tender process stage.</p>
<p>C.I 2(a) There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.</p>	<p>We will revisit our Reducing Reoffending Strategy to ensure that this is in line with any local, regional and national strategies.</p> <p>Our Community Engagement Manager will break down all third party contracts to ensure no duplication of services and agree contracts that will deliver services that are relevant to the population needs of HMP Manchester.</p> <p>Key milestones in this area will be:</p> <ul style="list-style-type: none"> • To work with a Prime Provider to ensure through the gate provision for all offenders at HMP Manchester. • In order to improve partnerships external agencies will be invited to the bi-monthly Reducing Reoffending Pathways meeting in line with the agenda and as necessary. • To introduce an information sharing protocol with any external agencies that we are working with to deliver services. <p>HMP Manchester represents High Security Prisons at the Greater Manchester MAPPA Senior Management Board meetings. These meetings provide a platform to engage and interact with local MAPPA partner agencies reporting and receiving information to support the development and management of the MAPPA process.</p>

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	<p>A Memorandum of Understanding is in place that sets out agreement to share information between agencies.</p> <p>Offender Supervisors attend or contribute to the local, regional and national MAPPA meetings either in person or/and by submission of a MAPPA F form. In all cases a MAPPA F form is submitted. Adherence to this practice is monitored via The MAPPA F form provides updated information reporting the progress of the offender's custodial journey.</p> <p>The Interdepartmental Risk Management Team (IDRM) meets monthly to discuss the current MAPPA cases prior to and following MAPPA meetings. Terms of reference are published from the meetings and each attendee is bound by strict information sharing protocols that are signed by attendees. The meeting provides a platform to provide two way communications capturing information that can be shared with external MAPPA meetings and for Offender Supervisors to share any pertinent risk information reported from the MAPPA meeting. Attendance at the meetings is made up from the core agencies and departments within the prison, who care, manage and monitor the prisoner's risk. Each prisoner has an individual action plan to manage their risks. Each action is assigned to a risk owner who is responsible for managing that risk.</p>
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<p>C.I 2(c) In England – work together with NHS England and Public Health England in line with the National Partnership and Co-commissioning Agreement to ensure that NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody support both health and justice outcomes and:</p> <ul style="list-style-type: none"> * Are informed by an up to date Health Needs Assessment taking into account of the reconfiguration of the custodial estate including the creation of Resettlement prisons. * Supply sustainable recovery from addiction to drugs and alcohol improved mental health including dual diagnosis. * Promote continuity of care from community to custody, between establishments and through the prison gate in partnership with new providers of probation services: * Are implemented alongside efforts to reduce the supply of 	<p>Healthcare services at HMP Manchester are commissioned by NHS England and are jointly provided by Manchester Mental Health & Social care Trust (MMHSCT) and Greater Manchester West Mental Health NHS Foundation Trust (GMWNHSFT).</p> <p>These providers ensure that the physical & mental health needs, as well as the substance misuse needs, of the population are met.</p> <p>Additional specialist services are provided, under SLA's with MMHSCT, to ensure that those services provided are, as far as possible within a secure establishment, equitable to those that a member of the public would be able to access in the community.</p> <p>The Prison Partnership board meets on a bi-monthly basis and works to improve the health and wellbeing of prisoners, through the development and delivery of healthcare services, that are reflective of evidenced patient need and which provide, as a minimum, equity with services available within the community. Stakeholders from the Prison, NHS England and the providers attend these meetings.</p> <p>The Integrated Medicines Management committee and Integrated Governance committee meet monthly and the prison and all healthcare providers are represented. These committees draw together aspects of risk, safety and governance to ensure that the prison meets the requirements of Prison Service Order (PSO) 3100 Clinical governance, Quality in Prison Healthcare along with the statutory responsibilities of all health service providers. There are well forged links with all local secondary care providers to ensure that, where required, those physical and mental health problems that cannot be managed in the custodial environment are assessed and transferred to the most appropriate environment.</p> <p>Healthcare representatives are involved in steering groups to identify pathways for Mentally Disordered Offenders and those identified with Learning disability and difficulty.</p> <p>Healthcare is also working in partnership with Manchester City Council, and the Prison Equalities lead, to develop pathways for those prisoners with social care needs.</p> <p>Through consultation and engagement with National Agencies programmes, such as Bowel Cancer screening and Abdominal Aortic Aneurysm screening, now routinely take place within the prison.</p>
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<p>drugs and alcohol in to prisons and the diversion of prescribed medication.</p>	<p>Prison initiatives, such as the Safer Custody Taskforce and Supply Reduction meetings, are supported with input from the appropriate Healthcare representatives.</p> <p>The Mental Health Team provides day care services to those prisoners who would benefit from brief interventions and peer support. They ensure that the link between the patient, and their community based healthcare services, are maintained whilst the patient is in custody, and arrangements made for follow up on release.</p> <p>Investment in technology, such as Telemedicine and X-ray facilities, has ensured that healthcare services can be delivered safely within custody, and contributes to the reduction of risk of escape.</p> <ul style="list-style-type: none"> • HMP Manchester's STAR (substance misuse and recovery) Team, has been commissioned to assist in the delivery of drug services by NHS England until April 2015. The STAR team will work to an agreed service specification, linked to work closely with the clinical IDTS provider to ensure one to one interventions are in place for those prisoners at higher risk. • HMP Manchester's SLT (senior leadership team) will attend enhanced partnership meetings with NHS Commissioners. • HMP Manchester will continue to work with the NHS England to support Health and Substance misuse services within HMP Manchester specifically primary care, intermediate care and mental health as well as other smaller providers that are commissioned to provide, Tele- Meds, Ophthalmic, Dentistry and X-ray services. We will continue to work with the NHS England commissioner during tendering and commissioning processes within the timetable set by the commissioner to achieve the best results for prisoners and staff at HMP Manchester. • Both the Security and Drug Strategy Functions will work in partnership with health and substance misuse providers to reduce the supply and demand of Drugs within HMP Manchester. The fortnightly supply reduction meeting will continue to drive forward the agenda for improved management of tradable
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	<p>medication and illicit drugs. We will develop strategies to reduce the opportunity for 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. Relevant information received by either party will be monitored through the Monthly Security meeting report, Drug Strategy/Supply reduction meetings and MDT target.</p> <p>On completion of the current contract, Manchester has been notified that the Drug Treatment and Recovery will be outsourced after a competitive Tender.</p>
<p>C.I 2(d) In England - Work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves.</p>	<p>There are strong links with Manchester City Council who understand their responsibilities in line with the Social Care Bill in particular around support and assessment in custody if required and support for release. This is done in conjunction with prison and Healthcare staff. All prisoners with care and support needs are identified on Reception and through Healthcare Screening. A dedicated Disability Liaison Officer is in place to support this vulnerable population and reasonable adjustments are put in place where necessary. Prisoners are encouraged to fully engage with the regime and appropriate interventions.</p> <p>Social Care and Commissioning arrangements have been included in our establishment Equality Action Plan and we are continuing to work on developing corporate arrangements not only with local authorities (Manchester City Council) but with partner agencies. Progress will be reviewed and updated on a quarterly basis. It will also be monitored through the Equality Action Team Meetings and again through Healthcare Partnership Board meetings. By Quarterly review</p> <p>The local lead for the work on Social Care is the Head of Safety and Equality who works in partnership with Head of Healthcare. The prison has established links with the lead for Adult Care at Manchester City Council and a provisional agreement has been given for a certified Carer to be funded and provided by the Council. This will obviously be subject to funding and commissioning discussions. Currently older prisoners are supported by a lead nurse who assesses every prisoner over the age of 50 for their needs. HMP Manchester are also currently working with Manchester University to pilot a Elderly Prisoner Care plan which assesses needs across a range of factors including physical needs, access to activities etc. The equalities team run elderly and disabled forums which is well attended by prisoner reps. At present the elderly population is concentrated across 2 wings and additional support and activities are put in place to enhance their access to the regime, for example a reading</p>

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	<p>group. We have also set aside a 'day room' where elderly prisoners can relax and associate. Prisoners with learning difficulties and disabilities are supported through Education and Healthcare. Learning support plans are put in place and referrals are made to forensic services if required. There is currently a plan to roll out 'easy read' material across the establishment to enable communication with this vulnerable population. Finally the plan will be to adopt a wider 'care plan' approach for LDD prisoners so that all staff working with that individual prisoner have access to that support plan. This will be co-ordinated by the DLO.</p>
<p>C.I 2(e) In England - Work with local authorities to promote inclusion of, and maximise benefits to, offenders' families.</p>	<p>We work collaboratively with partner agencies to develop family contributions and inclusion. We recognise the value and worth of family inclusion during a custodial sentence and the benefit this will have on release. Prisoners who are identified at risk of harm to themselves are consulted as to whether they would like additional family support during times of crisis and family members are actively encouraged to contribute to the care planning process. In the event of an incident or crisis within the prison we designate a Family Liaison Officer to act as an additional support and point of contact for affected family members.</p> <p>HMP Manchester holds family days each year and the Lifer/ISP prisoners are encouraged to apply to participate on these events to maintain and strengthen family ties</p> <p>Family Visits days are being delivered within the Visits department for offenders who fully comply with the regime, support awareness days are provided to target offenders' families in the visitors centre. Story Book Dads is led by the Library team at HMP Manchester which has now been upgraded to a DVD production.</p> <p>The Community Engagement Manager is engaging with the Association of Greater Manchester Authorities (AGMA) to gain a city wide approach of integrating troubled families within HMP Manchester.</p>

CI 2 (f) Access to PD Services

HMP Manchester's Community engagement Manager continues to develop links with the Troubled Families Coordinator from Manchester City Council and work collaboratively to identify the needs of prisoners and their families within the prison.

Mental Health Services at HMP Manchester are provided by Manchester Mental Health and Social Care Trust. Where there are indications that a prisoner may be suffering from a Personality Disorder, and effective treatment is available to treat that disorder, a referral will be made to local services for a mental health assessment with a view to admission for treatment under the Mental Health Act.

Where it is felt that the disorder is not of such a degree that warrants admission under the Mental Health Act, systems are in place for offender managers, with Healthcare input, to refer to the DSPD (Dangerous and Severe Personality Disorder) units at HMP Frankland and HMP Whitemoor.

<p>C.I 2(g) In England - Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to make prisons places of work and strengthen the focus on employability. Enhance access to mainstream learning and employment services for offenders on return to the community.</p>	<p>HMP Manchester has a National Contract with The Manchester College as the OLASS 4 providers.</p> <p>Local partnership working is in place with The Manchester College assessing all prisoners on induction and prioritising education from the outset.</p> <p>At HMP Manchester we will ensure that our curriculum will take into consideration a needs analysis of the population and we will provide a broad curriculum to match the complex needs of the establishment. We will provide education to all types and category of prisoner including an outreach provision for those prisoners who are unable to attend the designated classes.</p> <p>An allocation system will be in place which will be a joint venture between the establishment and The Manchester College; this will provide a transparent, consistent and fair system of allocation to education classes.</p> <p>Our focus will be on key skills such as English and Maths and this will be our core offer. In addition to this we will provide a mixture of Vocational Qualifications that will lead to employment opportunities on release. We will review and amend the curriculum in line with population changes and the external job market to ensure that we are providing prisoners with a range of skills that will be transferable upon release.</p> <p>Residential units will enhance access to mainstream learning and employment services for offenders by ensuring all activity places are filled and in all cases where an offender fails to attend they are challenged appropriately. This will maximise the available spaces and opportunities for betterment.</p> <p>HMP Manchester's Community engagement manager is also working collaboratively with Greater Manchester Police, Manchester and Cheshire Probation trust, Association of Greater Manchester Authorities and a Manchester consortium call New Economy who is looks at data trends to develop a strategic view of business, economic growth and direction for the wider community of Manchester county. This gives flavours of employment trends current and developing, crime rates, business start ups and failures. Transport planning and developments, construction planning.</p>
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OFFICIAL

<p>C.I 2(h) Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.</p>	<p>We will bring Job Centre Plus, National Career Service and The Achieve Project into the Offender Resettlement Unit to produce a seamless transition between all the Reducing Reoffending services, improving communication and reducing duplication.</p> <p>Job Centre Plus advise on the Welfare Reform Measures and help with problems of Day One Mandation, they interview each prisoner six weeks prior to release from custody and help to advise on benefit advice.</p> <p>The National Career Service at HMP Manchester have up to three interventions on short term offenders who plan and advise on support services in custody and on release.</p> <p>The ACHIEVE project is core funded between NOMS (National Offender Management Service) and ESF (European Social Fund) to target offenders sentenced to under 12 months to assist in gaining access to ETE (Employment, Training and Education). They also provide assistance to open bank accounts through the Cooperative Bank.</p> <p>We will introduce Prime Provider Services which will actively support 'Through the Gate' provision. This forms part of a Development Objective.</p>
<p>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>	<p>Close working with the Communities Troubled Families Group will give a holistic approach with dealing with criminogenic needs, this will ensure that services are not duplicated and interventions are sequenced and specifically targeted.</p> <p>At HMP Manchester we will provide the following Accredited Programmes in response to our population and the Segmentation data provided.</p> <p>For offenders convicted of robbery and other acquisitive offences, shift provision of cognitive skills programmes to other offender groups where it will deliver better outcomes.</p> <p>Based on new commissioning guidance, the Thinking Skills Programme (TSP) is no longer being offered to offenders with solely acquisitive offences as their Index offence. If the offences are 'aggravated' (and as such considered as violent) or if the offender is IPP or recall we refer the case to OSIG to make a clinical decision.</p> <p>TSP will be offered to prisoners with the High and above OGRS score and will be targeted at ISP prisoners to</p>

OFFICIAL

	<p>allow them to progress through their sentence plan. The number of TSP programmes run within the establishment will be based on the current populations needs in conjunction and agreement with the commissioners.</p> <p>HRP Moderate (Healthy relationship programme) is offered to individuals with acquisitive offences as their Index offence but is not designed or offered as a means to address these particular offences, only relevant domestic violence in current convictions, previous convictions or history. This is made clear to the referrer from the outset and in the post programme report. Other avenues must be sought to address the index offences if they are not domestically violent.</p> <p>HRP Hi is targeted at violent offenders segmentation data states that we have around 300 offenders with various ORGS scores, in order to meet the current needs of our population a number of HRP course will need to run however given the length of the programme and the current 'local' population that HMP Manchester has we will continue to deliver HRP as outlined in table 4b. Only prisoners who have a High OGRS score 50 – 74% will be selected through the assessment process.</p> <p>RESOLVE is currently offered to individuals with index offences of Robbery, as this is considered to be a violent offence which the programme targets No other acquisitive Index offences are considered for RESOLVE. There has been no guidance from OSIG regarding no longer providing RESOLVE to offenders convicted of Robbery and so we are completing group selections based on the operating and selection manuals. As such we will continue to provide in line with the needs of the current population.</p> <p>Only those considered to have the need will be put on the Offending Behaviour Programmes at HMP Manchester.</p> <p>We can offer TSP and RESOLVE to individuals with OGRS score 0-24, if they meet a specific override criteria (for example, as being IPP/life sentenced, sex offender with medium or above on RM2000, high risk of harm score). HRP is offered to all individuals regardless of OGRS3 score as risk score is actually based on risk of future domestic violence as determined by SARA assessment and clinical judgement.</p> <p>HMP Manchester ensures all staff who delivers accredited training programmes has received the appropriate facilitator training. Regular team meetings (AIM) are held which are minuted.</p>
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	<p>Group and individual supervision sessions with the treatment manager are held in line with Audit criteria.</p> <p>Please see development objective related to this intention in Table 6.</p>
<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 Manchester now employ a Contracts and Commercial Commissioning Manager who's responsibility is to ensure that all provisions provided by partnerships to the prison meet the expected needs of our population. This is written into a service level agreement and it is highlighted that if there is a direct cost to the prison there is no monetary value transferred.</p> <p>Within each agreement there are monthly planned targets which are monitored by the pathway lead across the function of resettlement. Information is then fed back to the head of Reducing Re Offending who liaises with the Senior Leadership Team.</p> <p>The contracts manager chairs both scheduled and unscheduled performance meeting with all partners who contribute to the delivery of SDR's</p> <p>When necessary the Contracts Manager will call extraordinary meetings with partnerships management to discuss concerns with any quality of service, contract shortfalls or other serious matter's which arise. Where this occurs the provider may be asked to provide an action plan to ensure compliance and ensure they have contingencies in place to meet all obligations. When a supplier still fails to meet its service level the Contracts Manager will reserve the right to initiate penalty clauses as per the contract.</p> <p>The ETE information is collected mainly from interviewing offenders through general application for retained employment, through interview on resettlement carousel approx 6 weeks from release date for employment of training, via information received from custody managers' at discharge board, and at reception just before release to ensure all data is collected covering any offender declared employment that they had arranged themselves.</p> <p>The following measures are in place to assure and maintain quality standards Member performance team & Resettlement hub manager completes quality checks on the HUB.</p>

OFFICIAL

	<p>Member of performance team Shadow Discharge board in centre office once per quarter.</p> <p>Shadow ETE staff once per month when conduction exit interview.</p> <p>Community engagement manager to sample 5% of physical offender records covering the ETE targets.</p> <p>ETE staff currently obtains written permission to disclose some information to selected partners for each offender at the earliest opportunity to engage with Education, training or employment opportunities, Covering CN014 with providers that we have developed a good relationship with we can receive confirmation that the offenders have been engaging upon release from custody.</p> <p>NCS submit data to the Skills Funding Agency and Head of Reducing Re Offending and the North West cluster Head of Learning and Skills to monitor contract compliance.</p> <p>The OLASS contractor submits data on a weekly and monthly basis which is checked by the Activities Hub Manager and Head of Reducing Reoffending which is discussed and check to ensure what is being delivered meets the requirements of the current or planned population, this can also be matched against an annual offender needs analysis and ensures the contracted delivery is adhered to.</p> <p>All functions have monthly meeting chaired by middle or senior managers, a representative from each partner attends to ensure they are kept informed of development issues and good practice</p> <p>The Head of Reducing Reoffending chairs monthly Quality Improvement Group (QIG) meetings where best practice is shared and highlighted and oversight of delivery maintained. This is a well attended meeting where the Quality Calendar is updated and progress is monitored. Group delivery plans are used to ensure focus, good communication and milestones are achieved and progress highlighted with time bound RAG indicators, with any action being action planed and smart objectives set. Being an establishment with a proven history in service level delivery, the prison is quite adapt at problem solving including contingency plans for dealing with issues such as staff absence and training.</p> <p>Where an individual or a group demonstrate issues of high-quality practice this will be managed through their line management and through the prison's performance recognition committee this raise awareness and interest in area that are performing well and assist in sharing best practice.</p>
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OFFICIAL

	<p>Other key partnership contracts include Riverside Housing Group, National Careers Service, Manchester Library Service</p> <p>The library service is provided on the basis of an Agreement with Manchester PLA. It is managed locally by the Head of Reducing Reoffending on behalf of the Governor. Prisoners have access to the main library at least once every week, and are offered least 30 minutes per visit to use reference items and select materials to take on loan from the library.</p> <p>A limited book stock is held on the Cat A wing, Segregation Unit and Hospital for segregated inmates as an alternative to them having normal library access. Prisoners from these areas are able to change loan books from this stock at least once a week.</p> <p>There is special provision within the library stock for ethnic minorities, the visually impaired, educationally disadvantaged, and foreign national prisoners.</p> <p>Reference items, including those specified in the Prison Library Specification Mandatory Publication list, and periodicals and daily newspapers, are available for use in the library only.</p> <p>Stock issue and returns are monitored and PLA staff operates a system which encourages prisoners to maintain the quality of issued items. In cases of loss or damage of issued items the establishment provides advice and guidance to PLA staff on the appropriate course of action. The establishment complies with the Specification and local authority stock guidance relating to the selection, issue, return and rotation of stock.</p> <p>The Library Management Committee consists of:-</p> <ul style="list-style-type: none">Contracts and commissioning ManagerHead of Children, Learning and AccessSite LibrarianAnd other relevant stakeholders by invitation <p>The Committee meets three times per year to monitor the Library Service.</p>
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OFFICIAL

The Library Annual Policy Meeting consists of:-

Head of Reducing Reoffending

Contracts and commissioning Manager

Head of Children, Learning and Access

Site Librarian

L&S Manager

And other relevant stakeholders by invitation

The Committee meets annually to discuss professional and operational developments to review the Prison Service/PLA Service Level Agreement.

Arrangements are made to assess any book requested by any prisoner, where it is felt that book may contain information that should be restricted on the grounds of public safety, maintenance of good order and control of the establishment, or due to the prisoner's index, secondary, or previous offences, In addition, library staff will also further assess books requested for suitability, seeking advice where necessary.

The contract's Manager ensures quality of delivery and service is guaranteed through individual contracts monitoring review meetings, monthly ETE meetings. By measuring performance against targets and ensuring all contracts continue to meet the needs and expectations of the establishment.

The weekly /monthly data from all partnerships areas is collated, analysed and retained the detail from the information is then used annually to form the basis of our needs analysis

Accuracy of data is scrutinised through the meetings structure on a time bound basis and is cross referenced against information obtained from the HUB.

Communication is imperative to ensure we meet all our expectations, Partnership Information is disseminated across the Reducing Reoffending management team at bi-monthly meetings, the monthly ETE and QIG meetings, and all other joint ventures during their individual governance meetings. A news-letter is produced

	<p>and updated on a weekly basis; this includes information on all partnerships we engage at HMP Manchester with contact details, contract information and deadlines.</p> <p>HMP Manchester facilitates regular planned meetings to examine data and to look at best practice and ensure compliance.</p> <p>Quality assurance for programme delivery is undertaken by an allocated treatment manager for each programme. Quality is assured by video monitoring; each programme has an allocated supervisor who undertakes formal sessions to ensure programmes are compliant. We have a national clinical yearly audit (OSIG) Operational services interventions group supported by local self audits.</p> <p>Please see development objective related to this intention in Table 6.</p>
C.I 4 Ensure delivery is matched to population, purpose and NOMS outcomes.	
C.I 4(a) Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they deliver the greatest outcome for investment	<p>We will target and prioritise those offenders who meet criteria and are highlighted as high/very high risk of re-offending/harm, this will ensure that resources follow risk and will be supporting the sequencing of sentence planning within the establishment.</p> <p>We will focus on the Segmentation data and other local data to ensure that we are meeting the needs of the offender dependant on type and nature of offence. This data will drive the number of programmes that we will run annually and the type of programmes that we will deliver.</p> <p>ODEAT data (2011) shows that 77% of the HMP Manchester population requires an intervention to support with Thinking and Behaviour needs and that 84% of prisoners require support with Lifestyles and Associates.</p> <ul style="list-style-type: none"> Accredited Offending Behaviour programmes will be aimed specifically at reducing the risk of reoffending based on the population of the establishment. We will adhere to 'what works' literature and recommendations from this for all accredited programmes.

OFFICIAL

	<ul style="list-style-type: none"> • Non accredited interventions may be used to support accredited programmes and be based on the principals of the literature and supported by elements of evaluation. We will make full use of the NOMS Directory of Interventions to avoid duplication in the development of interventions and deliver value for money. • Non-accredited services will be streamlined and monitored to reduce duplication of interventions and ensure that prisoners are provided with the best range of services. We will work with other statutory, private, voluntary and community partners to ensure that this is the case. This will be monitored through the Reducing Reoffending meetings. <p>The contract's Manager ensures quality of delivery and service is guaranteed through individual contracts monitoring review meetings, monthly ETE meetings, by measuring performance against targets and ensuring all contracts continue to meet the needs and expectations of the establishment.</p> <p>A lot of the interventions for Through The Gate will be planned and sequenced by the Prime provider. Due to this currently going through a tender process and HMP Manchester not having disclosure of the specification. It is unknown what the true effects of commissioning or decommissioning will be.</p>
C.I. 5 Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes	
C.I 5(a) Individual needs and characteristics are identified, assessed for significance and monitored.	Learning Difficulties and Disabilities (LDD) <p>HMP Manchester has made the identification and support of Learning Disability and Difficulty (LDD) prisoners a priority and has done this by making this piece of work an SLA Development Objective. It is also an objective on the Equality Action Plan which is monitored at Senior Leadership level as part of the wider monitoring required by PSI 32/2011 Ensuring Equality.</p>

There are currently two screening avenues for offenders coming into custody at HMP Manchester. All new receptions are subject to a skills and literacy assessment which is completed by the Education provider Manchester City College. If a prisoner is identified with an LDD need he will be assessed using the LDSQ (learning difficulties screening questionnaire) screening tool. From this the prisoner will be given a support and learning plan and any necessary educational interventions will be put in place, for example, skills for life training, Literacy and Numeracy. Prisoners are also supported with literacy by the Toe by Toe mentors.

Complimentary to this process there is also a clinical element to the LDD screening and identification. All prisoners go through a healthcare reception screen but also are followed up 48 hours later. At this point if there are any concerns around LDD then the prisoner may be given the HDQ, (Hidden difficulties questionnaire) an alternative screening tool. If an LDD is suspected then the prisoner will be referred to the prison's GP service and referred on to any specialist services as necessary. We have links with local forensic LDD services and the DLO (disability liaison officer) acts as a single point of contact for all LDD related matters in the establishment. This requires a great deal of information sharing and co-ordination and there is definitely more work to be done in terms of integrating and developing support plans for LDD prisoners.

The Equalities Team is currently working on accessing, recording and sharing information, and maintaining statistics in relation to LDD but this can be problematic in terms of accuracy and reliability due to numerous factors. Some of the issues relate to confidentiality and personal information. Prisoners are not required to disclose any information in relation to disability and often are reluctant to admit to any form of impairment of disability with particular stigma around LDD. Also LDD can often be masked by other factors including mental health issues or drug / alcohol withdrawal. This further compounds screening and identification.

HMP Manchester is actively committed to raising staff awareness around LDD issues. There have been several events for staff and prisoners in recent months and we have worked with both charities and NOMS funded projects to promote LDD issues and awareness.

HMP Manchester is also a key stakeholder in the innovative work currently taking place in the Greater Manchester area which involves criminal justices partners, including police and probation service. This forum for criminal justice LDD work is looking to co-ordinate services and share information and resources to support this vulnerable offender group at point of arrest, throughout custody and on release.

Physical health / Disability

HMP Manchester, although modernised in parts, remains a Victorian establishment which is unable to fully and effectively cater for the needs of the physically disabled population and the increasing elderly population, some of whom have social care needs. Also under the current Healthcare contract with Manchester Mental Health and Social Care Trust there is no provision for social care services and improving provision in conjunction with partner agencies forms a Development Objective outlined later in this document.

Wheelchair access is poor across the establishment and despite some cells with slight adaptations i.e. grabs rails, they are not sufficient for those with greater care needs. Also access to activities and the regime in general is difficult due to the fabric and layout of the prison This was subject to a rigorous impact assessment in 2012/3 and from this adjustments and access to elements of the regime were improved, for example, there is now provision for over 50s in the gymnasium with access to lower level activity such Pilates and yoga. There are also provisions made to the regime on the wings which have elderly and disabled prisoners for example reading groups and support forums run by the Equalities Team.

There is an improving relationship with Manchester City Council who are aware of what their responsibilities will be when the Social Care Bill is enacted. We have sought a verbal commitment from them to assess prisoners with social care needs and provide assistance. There has been an agreement from MCC that they will consider the provision of a full time carer and necessary equipment on a case by case basis.

The DLO is also supported by a designated nurse who looks after the elderly population. PEEPS are completed on those prisoners with reduced Mobility or physical impairment. A bid has been submitted for capital money to convert various cells across in the establishment into adapted 'disability' cells and will be progressed further once funding as been obtained. This provision would allow us to comply with some of the recommendations that were recently highlighted in the Justice Select Committee report into Elderly Prisoners. Within the prison elderly prisoners are classed as 50+ and on average there can be up to 140 prisoners over this age. As in the community there is the expectation that elderly or disabled prisoners, or indeed any prisoner with social care needs, should be included in the wider community and not separated or segregated. At HMP Manchester we strive to provide the fullest regime possible for this vulnerable group of prisoners with access to the full range of facilities and interventions.

<p>C.I 5(b) Information regarding individual needs and characteristics is used to adapt and sequence services to meet individual needs and maximise their benefit, and offenders are supported and encouraged to access appropriate services.</p>	<p>Information gained is used to develop an individualised plan which adapts and sequences services to maximise the benefit to the offender, using OASys which is monitored annually or when a significant change occurs. Additional reviews will occur if necessary.</p> <p>Staff receive information and training to support them in recognising barriers to engagement that may arise owing to factors such as age, sexuality, disability, intellectual function, etc.</p> <p>We have a number of standard processes for identification and assessment of individual needs within first days in custody which include healthcare screening, education assessments, equalities questionnaires, safer custody and cell sharing risk assessments. In addition we recognise that a number of offenders may have possible unidentified learning disabilities and mental health problems. To meet this need we have additional screening and assessment arrangements in place for these areas of need and strategies for sharing assessment information across partners. These processes are monitored to ensure they are of a good standard and delivered as expected. The results are used to develop individual plans where offender needs are identified.</p> <p>Individual needs are monitored through a range of tools such as the OASys sentence plans, ACCT plans, Care plans and Individual learner plans. In addition we monitor the needs of our populations against the services and activities received in order to ensure that appropriate services and interventions are in place and adapted to meet needs, and to ensure that groups with particular characteristics are not discriminated against.</p> <p>Individual needs may arise from enduring characteristics such as age, ethnicity or disabilities or could be more temporary, for example bereavement or depression. We ensure that our staff have adequate training so that they are able to identify offenders who may need additional support and can take appropriate action.</p> <p>Data on all protected characteristics is collected from all prisoners and recorded on Prison-Nomis.</p> <p>Services are sequenced and adapted to meet needs;</p>
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C.I 6 Deliver priority national or specialist services.	
C.I 6(a). Continue to identify, assess and manage extremist offenders by engaging with existing local structures and ensuring that training and - awareness is embedded among key staff groups. Ensure referral, where appropriate, to interventions, structured assessment and structured interventions and faith-based programmes according to offender risk and need.	<p>In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Manchester will ensure deliver in the key thematic areas of Intelligence Gathering and Management; Offender Management and Public Protection; and interventions and Resettlement, as assessed by NOMS HQ.</p> <p>HMP Manchester 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>

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.

At HMP Manchester we are actively looking at facilitating a face to face victim conferencing service and are developing a sustainable team who can deliver this project.

; HMP Manchester will develop and implement a plan by 2014/15 for the creation of a supportive environment which will enable delivery of victim-offender conferencing (RJ). The plan will focus on developing;

Awareness of RJ amongst relevant staff groups Grade Band 4 staff under Fair and Sustainable Partnerships with organisations and local commissioners to support delivery of RJ: Salford Victim Support/ Salford Council/ Manchester Reducing Re Offending Strategy Group/ Greater Manchester Police and AGMA (Association of Greater Manchester Authorities)

- Infrastructure to support delivery, including development of;
- A single point of contact for RJ for HMP Manchester is Head of Reducing Re Offending.
- Agreed referral processes with partners: Referral system to be developed by 31st May 2014
- Processes which contribute to suitability and risk assessments
- Appropriate gate procedures for entry into the prison of victims and other participants
- Appropriate rooms are available for the conference to take place: A suitable room within HMP Manchester has been identified.
- Integration of RJ into sentence planning – Staff awareness needs developing for a seamless approach.

HMP Manchester is using Restorative Justice as an opportunity for an offender to put right the harm that they have caused this will be through a managed meeting with the victim to talk about

- What happened
- Who was affected and how
- What can be done to make things better

This whole process will be facilitated by trained RJ facilitators who have equal contact with the victim, offender and any supporters of either party.

Currently we are looking to recruit facilitators and a NTS (notice to staff) has been circulated asking for interested staff to apply. Once this staffing group has been selected they will be trained as appropriate and will be supported from the Reducing Reoffending function as well as their own line management.

The goals from Restorative Justice for HMP Manchester are:

- To deliver successful conferencing in 2014/15
- Promote RJ as part of the criminal justice system within HMP Manchester
- Support facilitators at HMP Manchester to deliver this service
- Allow the opportunity for prisoners to engage with the RJ process
- Allow prisoners the opportunity to take responsibility for their actions
- Reducing Reoffending

It is our intention to create a flexible and sustainable team of facilitators this enables them to target offenders where there is a clear victim (and it is appropriate). Some of the ground work for this piece of work has been. Working in partnership with HMP Buckley Hall who have more experience in delivering RJ conferences to share training courses and best practice.

Salford City Council reducing reoffending manager would like to work collectively on a community project which will bring a wider experience of skills including the victim awareness, and hate crime co-ordinators from our neighbouring local authority.

Greater Manchester Police have offered to assist and help in the initial stages with a very experienced co-ordinator helping develop best practice. Help has also been offered for the Greater Manchester Reducing Reoffending Strategy Board who is currently funding a post to lead this piece of work across the ten boroughs to ensure a city wide approach.

We need to develop best practice to integrate this in our Offender Management Unit who could support this piece of work and complete if appropriate some one to one work with the offender with strong community links, it is hoped that a holistic approach is delivered we will ensure both offender(s) and victim(s) needs are met, with care, professionalism and respect.

<p>C.I 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.</p>	<p>After the review and reconfiguration exercise HMP Manchester now serves Manchester Crown Court, Manchester Magistrates Court, Manchester Crown Court Minshull Street and Trafford Magistrates courts. They have moved away from one single point of contact. All PSOs (Probation Service Offices) working at the courts have responsibility for promoting the BASS service and make referrals alongside their other duties. This reduces the time taken for referrals speeding up the process ensuring that those who don't make bail are remanded in custody as a last resort.</p> <p>The BASS post at HMP Manchester is covered by one PSO on a daily basis. There is inbuilt support to maintain the staffing level.</p> <p>All un-convicted prisoners who are eligible are seen by the BASS worker. BASS is marketed to via posters around the prison. This is supported by information provided to prisoners during induction and delivered through prisoner information TV channel.</p> <p>HMP Manchester will utilise specially trained staff to identify, interview and assist offenders to make full use of Bail Accommodation and Support Services. Effective partnership working between Residence and Offender Management will ensure that access to BASS is considered when completing HDC assessments.</p>
<p>C.I 6(d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.</p>	<p>Industries at HMP Manchester consist of six Industrial production workshops. These include textiles, printing a busy commercial Laundry and a bakery managed by The Manchester college over seen by the Industrial Manager. Industries also manage a Waste Management Unit where various metals, plastics, cardboard, paper, tetra packs, clothing etc are recycled.</p> <p>The Industries department takes full advantage of its resources in providing an innovative high quality function which provides quality work and maximises revenue. All our workshops are modern and well equipped and have the right machinery to compete for work both internally and for the external market. We are flexible and have the capacity and workforce to maximise our market potential</p> <p>The department intends to provide work and accredited training which mirrors the expectations of the local job market and provides real opportunities for prisoners upon there release.</p> <p>HMP Manchester has links with local employers; this includes Greggs Bakery, JD Williams, Williams Lea and</p>

	Timpsons Plc.
C.I 6(e) Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.	<p>HMP Manchester is a chosen pilot site to increase the use of Video link for Parole hearings for Indeterminate Sentence prisoners.</p> <p>HMP Manchester will develop a strategy for extending use of video conference facilities by 2014/15 consistent with the NOMS video Action Plan, ensuring that use is consistent type of establishment and makes maximum usage of existing/planned facilities Adam Gregory will be the establishment lead for the NOMS video action plan and will establish and maintain relationships with the relevant stakeholders.</p> <p>The Offender Management function has commenced the process of managing documents electronically to increase the efficiency and cost of managing the custodial sentence of prisoners.</p> <p>Manchester does challenge court requests for appearance by requesting video link were appropriate.</p> <p>Offender management currently uses the video link system to deliver parole hearings and to conduct tri-partite meetings between the Offender Supervisors, the Offender Manager and the offender.</p> <p>We understand the role we must play in the transforming justice programme with an emphasis on reducing unit costs; this increases the importance of spending our resources on services which are likely to deliver best outcomes for the investment.</p> <p>HMP Manchester will Engaged with local criminal justice board that remain supportive.</p>

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	A fully inclusive personal officer scheme reinforces positive relationships formed by residential officers Through our every contact matters agenda we will aim to ensure prisoners receive consistent messages to ensure prisoners and Offender Supervisors understand the behaviour and encourage positive change	
Prisoners are made aware of their responsibilities in engaging with and accessing services	Personal Officers have a direct line to Offender Supervisors and fully contribute to assessments for rehabilitation and risk purposes	
Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement	Manchester has a zero tolerance to anti social behaviour, the strategy is called “challenging anti social behaviour” and this seeks to appropriately challenge all incidents of violence, bullying and negative behaviour whilst also seeking to actively support victims by putting in place necessary interventions. This strategy is actively used by all stake holders within the prison; we also have in place an anonymous reporting system called the ‘sharing concerns helpline’. This facility allows all prisoners and visitors to report anything of concern confidentially; this is monitored through the Safer Prisons Team. All staff, prisoners and visitors can also raise any concerns relating to equality issues and can do this by submitting a diversity incident report form. All incidents are actively investigated by the equalities team and appropriate action and interventions are put in place. HMP Manchester’s zero tolerance policy is adopted into the IEP strategy, this will ensure any offender who breaches anti social behaviour and will subject to review under the strategy.	
Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	Key workers on residence support prisoners accessing education and training and pre release work. The provider is the Skills Funding Agency under OLASS provision delivered by Manchester College	

Prisoners can access services that enable them to manage housing needs created as a result of their custody.	The supply of Housing Information and Advice Services (HIAS) to assist offenders in securing tenancies, maintaining existing accommodation, relinquishing tenancies to avoid accruing rent arrears and in supporting offenders manage finance, benefit and debt issues. Provision of effective advisory and interactive services are paramount in ensuring offenders obtain suitable accommodation prior to release and in that offenders are fully prepared for release back into the community.	18 month co-commissioned contract and SLA
Prisoners can access services that enable them to seek settled and suitable housing for release.	The supply of Housing Information and Advice Services (HIAS) to assist offenders in securing tenancies, maintaining existing accommodation, relinquishing tenancies to avoid accruing rent arrears and in supporting offenders manage finance, benefit and debt issues. Provision of effective advisory and interactive services are paramount in ensuring offenders obtain suitable accommodation prior to release and in that offenders are fully prepared for release back into the community.	18 month co-commissioned contract and SLA
Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	<p>All matters arising from existing benefit claims when an offender comes into custody will be supported by our partners from Job Centre Plus based on the Offender Resettlement Unit.</p> <p>Our Housing contractor will assist offenders in dealing with issues around open tenancy which could if not dealt with appropriately add financial pressure to offenders whilst in custody.</p> <p>The prison has agreed to become a collection facility for Salford Credit union which will help prisoners when released to have some saving, an appropriate method of bank account to receive welfare benefits and help with a credit rating score.</p> <p>A local contract is in place with a third sector partner to assist offenders with personal Debts up to £35,000.</p>	
Prisoners can access available services which enable them to address their family welfare and family support needs.	<p>HMP Manchester holds family days each year and the Lifer/ISP prisoners are encouraged to apply to participate on these events to maintain and strengthen family ties</p> <p>Visit staff facilitate Family visits these include Homework nights and family events on significant cultural days. Slots are available for 'adult only' visits which are also facilitated by HMP Manchester.</p>	

<p>Prisoners have equivalence of access to health services in custody as in the community.</p>	<p>All prisoners who enter HMP Manchester are given a full health screen on reception. This screen covers all aspects of mental health, physical health and substance misuse. Any immediate health concerns are addressed in reception where a GP and substance misuse specialist nurses are available.</p> <p>Medical notes, from prisoners GP's, are requested to ensure that there is continuity with medication that has been prescribed prior to custody.</p> <p>Where prisoners disclose pre-existing hospital appointments, contact is made with those hospitals to ensure that appointments take place.</p> <p>New referrals for secondary care appointments are made to Airedale Hospital using the Tele-medicine service.</p> <p>Where it is felt that a prisoner requires secondary mental health care referrals are made to the most appropriate service.</p> <p>Prisoners are able to access a full range of services in prison that they would be able to in the community. This includes X-ray, optometry, physiotherapy, dental, sexual health, podiatry, health promotion, smoking cessation, phlebotomy, GP clinics and mental health triage and assessment.</p> <p>The management of chronic diseases, such as Asthma, Epilepsy and Diabetes is undertaken by nurses with specific qualifications in these areas.</p> <p>Non medical prescribers hold clinics, within their areas of competence, to reduce the waiting times for GP clinics.</p>	
<p>Prisoners can access treatment, services, advice and support around drug and alcohol needs.</p>	<p>All prisoners are seen in reception by a member of the STAR Team on the day they are sent to custody to determine if they have any drug or alcohol misuse issues. If they have issues then they are allocated a Case Manager accordingly. All other prisoners are informed of how to access the service via the application system should they require a STAR worker at a later date.</p> <p>There are numerous posters and leaflets on every wing and work area informing prisoners of what services are available and how to access the STAR Team.</p>	
<p>Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.</p>	<p>Prisoners are encouraged to disclose any issues they may have around previous abuse and trauma. If these prisoners are identified through the ACCT process they are signposted to relevant agencies, including Mental Health In Reach Team, Psychology services or counselling. We also provide a confidential support scheme called the Listeners which is run by the Samaritans.</p> <p>For 2014 HMP Manchester are planning to work with an abuse charity in order to run interventions specifically for this population of prisoners.</p>	

Prisoners who have been sex workers can access services that offer them advice and support.	Where appropriate, prisoners are provided with contact details of existing appropriate community based services that support sex workers and that this information is shared with key members of staff involved in their case to ensure support and consistent information sharing when appropriate	
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Table 4b: Rehabilitation Services - Additional Services Offer			
Using segmentation and local data sources to target resources where they will deliver the greatest outcomes for investment - this table should reflect the case management activity, risk management activity and rehabilitative services and interventions, delivered within the establishment which are additional to the core offer			
Segment	Total no. of Prisoners within Segment <ul style="list-style-type: none"> Use the segmentation data tool on the NOMS Performance HUB to get the numerical data you need to populate this column 	Strategic approach to meeting the needs of the segment Title and description of rehabilitative services/interventions and case management activities <ul style="list-style-type: none"> Give the title and a brief description of the case management activities offered to offenders in each segment Give a brief description of the range of rehabilitative services and interventions offered to offenders by segment. Include any accredited programmes on offer. Use the guidance on targeting in Commissioning Intention 4a If a service or intervention is available across more than one segment (for example – TSP may be available to both sex offenders and violent offenders) then state in each applicable box, making clear in the next column the number of completions relating to each segment. 	Indicate whether the service or intervention is commissioned or co-commissioned and the number of offenders who will be able to access the intervention or service annually <ul style="list-style-type: none"> For accredited programmes give the number of completions It is not necessary to record volumes for case management activities
All Offenders – where service targeted by need rather than risk		<p>For offenders convicted of robbery and other acquisitive offences, shift provision of cognitive skills programmes to other offender groups where it will deliver better outcomes.</p> <p>Based on new commissioning guidance, TSP is no longer being offered to offenders with solely acquisitive offences as their Index offence. If there are multiple offences that are a combination of commissionable and non-commissionable, if the offences are ‘aggravated’ (and as such considered as violent) or if the offender is IPP or recall we refer the case to OSIG to make a clinical decision.</p>	

		<p>HRP Moderate is offered to offenders who have attitudes and beliefs which do not support a balanced relationship and who may have acquisitive offences as their Index offence but is not designed or offered as a means to address these particular offences, only relevant domestic violence in current convictions, previous convictions or history. This is made clear to the referrer from the outset and in the post programme report. Other avenues must be sought to address the index offences if they are not domestically violent.</p> <p>RESOLVE is currently offered to individuals with index offences of Robbery, as this is considered to be a violent offence which the programme targets. No other acquisitive Index offences are considered for RESOLVE. There has been no guidance from OSIG regarding no longer providing RESOLVE to offenders convicted of Robbery and so we are completing group selections based on the operating and selection manuals.</p> <p>Only those considered to have the need will be put on the Offending Behaviour Programmes at HMP Manchester.</p> <p>Prisoners who are identified as having a learning disability or difficulty are screened for both educational needs and clinical services. Support plans are put in place via Education to enable prisoners with an LDD to access services and interventions within the prison. If referred to clinical LDD services prisoners are again supported through their sentence by Healthcare and referred to appropriate external agencies or partners for support and intervention upon release. HMP Manchester is actively engaged with the national NOMS agenda on LDD services within the Prison Service and is working collaboratively across the Criminal Justice agencies in the North West to develop a pathway of identification and support for this vulnerable population.</p> <p>Healthcare does not deliver any targeted interventions, other than those core healthcare interventions that are provided to meet individual identified needs. Where a prisoner has identified needs regarding their physical health, that cannot be dealt with in the prison, they will be referred to the most appropriate service, or services, to meet those needs.</p> <p>Mental Health services at HMP Manchester will refer those prisoners, where it is felt they would meet the requirement for treatment under the Mental Health</p>	
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		<p>Act, to the appropriate NHS organisation.</p> <p>Those prisoners with substance misuse needs will work with the Substance Treatment and Recovery (STAR) team to ensure those needs are met both in custody and on release.</p> <p>These services may be provided within the prison or, in certain circumstances, may be provided by external agencies or organisations</p> <p>BSR (Building Skills for Recovery): Individual prisoners assessed as directed by sentence planning.</p> <p>Risk management – security considerations inform decisions about the targeting of risk management activities as does the offender's risk of serious harm rating (regardless of their OGRS band).</p> <ul style="list-style-type: none"> • Our minimum risk management approach for all offenders is based on partnership between the OMU, Security Department and others as required, so that all risk information is shared. • Medium ROSH ratings prompt a pro-active approach to observing and recording behaviour, and sharing information across the prison and restricting/monitoring visits where necessary. • High/Very high ROSH ratings are prioritised for highest levels of risk management, which includes monitoring of communications and discussion at inter-departmental risk management meetings in cases of greatest concern. 	
Sexual Offenders	<p>All Sexual Offenders: 104</p> <p>Of whom;</p> <ul style="list-style-type: none"> • 30 are low OSP but low OGRS • 24 are medium OSP but low OGRS • 10 are high OSP but low OGRS • 2 are very high OSP but low OGRS • 1 are low OSP but Medium OGRS • 3 are medium OSP but medium OGRS • 2 are high OSP but medium OGRS • 7 are very high OSP but 	<p>The needs analysis at the time of the SLA renewal work indicated that we did not have the population that would benefit from SOTP, therefore the decision was made not to facilitate any of the sex offender treatment programmes. Sex Offenders do get offered the Core Offer (See Section 4, OGRS 0-24%) and moves will be sought for sentenced sex offenders requiring progressive moves to achieve sentence planning targets. There has been no change to this information. We still do not offer SOTP in any form but do tend to run at least one VP TSP group per year, which is not offence focused but does help to reduce risk in TSP targeted need areas (problem solving, positive relationships and self control). Only offenders who are found suitable for the TSP criteria (i.e. 50+ OGRS3 score and relevant need items, or if below 50 OGRS3 then a medium or higher on the RM2000 tool).</p>	

	<p>medium OGRS</p> <ul style="list-style-type: none"> • 5 are medium OSP but high OGRS • 9 are high OSP but high OGRS • 3 are very high OSP but high OGRS • 1 are medium OSP but very high OGRS • 3 are high OSP but very high OGRS • 4 are very high OSP but very high OGRS <p>21 are Indeterminate sentence and a further 4 are recalls</p>		
Violent offenders	<p>All violent offenders: 303 Of whom; 42 are low OGRS</p> <ul style="list-style-type: none"> • 14 have no OAsys • 25 are low OVPS • 3 Medium OVPS <p>52 are medium OGRS</p> <ul style="list-style-type: none"> • 16 have no OAsys • 14 are low OVPS • 27 are medium OVPS <p>134 are high OGRS</p> <ul style="list-style-type: none"> • 27 have no OAsys • 15 are low OVPS • 56 are medium OVPS • 36 are high OVPS <p>66 are very high OGRS</p> <ul style="list-style-type: none"> • 12 have no OAsys • 23 are medium OVPS 	<p>At HMP Manchester we facilitate 4 HRP (Healthy Relationships Programme) courses a year; 2 are high HRP and the other 2 are moderate. This was reviewed at the time of the SLA Renewal work and considered appropriate for our population. HRP group members are assessed for suitability for the programme depending on current and previous offences and not an OGRS score.</p> <p>The decision to place a particular offender onto moderate or high intensity HRP is determined by a risk assessment tool (SARA) along with clinical judgement from the Treatment manager and a chartered psychologist</p> <p>Where OASys has not already been completed we will prioritise violent offender for early completion and subsequent reviews. The majority of offenders who come to HMP Manchester will not have an OASys completed and will need allocating into the offender management case model. OASys is reviewed annually at Manchester and on an occasion where an event warrants a review.</p>	

	<ul style="list-style-type: none"> • 23 are high OVPS • 8 are very high OVPS <p>There are 4 prolific offenders.</p>		
Indeterminate Sentenced Prisoners (ISPs)	<p>All indeterminate prisoners: 87</p> <ul style="list-style-type: none"> • 20 convicted of Sexual offences • 58 convicted of Violent offences • 6 convicted of Robbery • 2 other convictions • 1 Acquisitive 	<p>Indeterminate sentence prisoners can access RESOLVE, TSP or HRP if they meet the need. ISP prisoners will be prioritised over other groups of prisoners for these programmes.</p> <p>IPPs are offered prioritisation over other offenders as long as they meet the required need criteria; for RESOLVE and TSP we can override IPPs who's risk score does not meet the criteria, and for HRP the OGRS3 risk score is irrelevant and risk is instead based on risk of future domestic violence as determined by the SARA and other assessments.</p> <p>HMP Manchester recognises the needs of its indeterminate sentence prisoners, and the need to ensure that they are motivated to remain focussed on rehabilitation and risk reduction in order to assist them to progress through their sentences, which with Manchester are often of significant length. When planning intervention delivery ISPs are considered alongside all other prisoners and prioritised in accordance with national guidance ensuring that those prisoners balanced alongside those determinate sentenced prisoners who pose the most imminent potential threat to public protection</p> <p>Manchester's Offender supervisors will complete an OASys except in the case of ISP prisoners where responsibility remains with the external Offender Manager, with a sentence plan that prioritises interventions and services to address risk and need and where appropriate will seek transfer for offenders to access appropriate services. Offender supervisors communicate priorities through locally agreed information sharing protocols. The frequency of contact sessions and case reviews will be varied dependent upon the case prioritisation factors.</p>	

<p>Low likelihood of any reconviction OGRS 0- 24%</p>	<p>All Low likelihood of Reconviction: 163</p> <ul style="list-style-type: none"> • 66 are convicted of sexual offences • 42 are convicted of violent offences • 8 are convicted of robbery offences • 10 are Acquisitive • 18 are convicted of drug offences • 2 are convicted of motoring offences • 17 are convicted of other offences 	<p>All Proposal Offers in Band 0-24% are HMP Manchester's Core Offer and is the minimum offered for every band as required. <u>CORE OFFER</u></p> <p>Accommodation: Externally provided by ECHG (English Church Housing Group) under contract. Employment: Internal employment is provided in various activities and is driven by risk assessments and sentence planning. Virtual Campus in conjunction with Employment, A Training and Education (ETE) worker will give prisoners skills for gaining external employment.</p> <p>Reintegration: Job Centre Plus (JC+) deals with benefits and Day One Mandating. National Careers Service signposts prisoners as required.</p> <p>Pro Social Modelling: Justice Network (in cell TV channel and waiting areas TV facility) will provide information to prisoners relating to acceptable behaviour.</p> <p>Medication: Healthcare Centre and Mental Health in-reach Team (MHIT) along with Substance Treatment and Recovery Team (STAR) will target individual prisoners, according to need.</p> <p>Literacy, Numeracy and Life Skills: This will be provided through the OLASS 4 contracts in partnership with Manchester College.</p> <p>Mentoring: Peer mentoring schemes on specific wings and mentoring course in education.</p> <p>Victim Awareness: Course offered through education</p> <p>COVAID: Individual prisoners assessed as directed by sentence planning.</p> <p>We can offer TSP and RESOLVE to individuals with OGRS score 0-24, if they meet a specific override criteria (for example, as being IPP/life sentenced, sex offender with medium or above on RM2000, high risk of harm score). HRP is offered to all individuals regardless of OGRS3 score as risk score is actually based on risk of future domestic violence as determined by SARA assessment and clinical judgement.</p> <p>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 RM2000, or indeterminate sentenced prisoners</p>	
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<p>Medium likelihood of any reconviction OGRS 25-49%</p>	<p>All medium likelihood of Reconviction: 135</p> <ul style="list-style-type: none"> • 11 are convicted of sexual offences • 57 are convicted of violent offences • 14 are convicted of robbery offences • 15 are Acquisitive • 30 are convicted of drug offences • 3 are convicted of motoring offences • 5 are convicted of other offences 	<p>In addition to the Core offer the following is also available.</p> <p>We can offer TSP and RESOLVE to individuals with OGRS score 0-24, if they meet a specific override criteria (for example, as being IPP/life sentenced, sex offender with medium or above on RM2000, high risk of harm score). HRP is offered to all individuals regardless of OGRS3 score as risk score is actually based on risk of future domestic violence as determined by SARA assessment and clinical judgement.</p> <p>HMP Manchester can offer Restorative Justice processes for individuals with an OGRS score of 25 – 74% who have undertaken the sufficient risk assessment.</p> <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, or indeterminate sentenced prisoners</p>	
<p>High likelihood of any reconviction OGRS 50- 74%</p>	<p>All high likelihood of Reconviction: 135</p> <ul style="list-style-type: none"> • 13 are convicted of sexual offences • 134 are convicted of violent offences • 33 are convicted of robbery offences • 57 are Acquisitive • 30 are convicted of drug offences • 17 are convicted of motoring offences 	<p><u>CORE OFFER see OGRS 0-24% +</u></p> <p>In addition to the Core offer the following is also available.</p> <p>Mentoring: Peer mentoring schemes on specific wings and mentoring course in education</p> <p>TSP: Individual prisoners assessed as directed by sentence planning.</p> <p>Vocational Training: Industrial Cleaning based on wings. Workshops will be tailored to specifically meet the employment needs of the Manchester area.</p> <p>Restorative Justice: This will be targeted and lead by external IOM teams in conjunction with the establishment.</p> <p>HRP: Individual prisoners assessed as directed by sentence planning.</p> <p>RESOLVE - Individual prisoners assessed as directed by sentence planning.</p> <p>Prisoners in the last 12 months of their sentence in the band will be prioritised</p>	<p>Working currently to develop best fit model of restorative justice to fit HMP Manchester and wider community needs, only limited approach dependant on need.</p>

	<ul style="list-style-type: none"> 14 are convicted of other offences 	<p>to access rehabilitative services to support their resettlement needs. IDRM meetings chaired by the Head of OM are held to oversee case management arrangements. Contact will be made with public protection agencies as required in preparation for release.</p> <p>HMP Manchester can offer Restorative Justice processes for individuals with an OGRS score of 25 – 74% and offence of violence or acquisition with a clear victim and who have been approved by risk assessment.</p> <p>Medium Intensity case management will be made available to as many offenders in this OGRS band as resources will allow. We will begin by prioritising violent offenders with OVP 30%+, sex offenders with a RM2000 above 'low' and all indeterminate sentenced offenders for this level of service.</p> <p>Medium intensity case management includes: one to one supervision, recognising achievements / reflecting on setbacks and planning for positive change, motivation to maintain or make progress, consolidate learning, observe changes in behaviour or attitudes etc. This is a large group so we will schedule one to one sessions in response to events in each case, with the frequency and length of appointments increasing for those closest to release date, where key work/activity is still required.</p>	
Very high likelihood of any reconviction OGRS 75-89%	<p>All very high likelihood of Reconviction: 165</p> <ul style="list-style-type: none"> 7 are convicted of sexual offences 66 are convicted of violent offences 4 are convicted of robbery offences 71 are Acquisitive 4 are convicted of drug offences 3 are convicted of motoring offences 10 are convicted of other offences 	<p><u>CORE OFFER see OGRS 0-24% +</u></p> <p>In addition to the Core offer the following is also available.</p> <p>Mentoring: Peer mentoring schemes on specific wings and mentoring course in education</p> <p>TSP: Individual prisoners assessed as directed by sentence planning.</p> <p>Vocational Training: Industrial Cleaning based on wings. Workshops will be tailored to specifically meet the employment needs of the Manchester area.</p> <p>Literacy, Numeracy and Life Skills: This will be provided through the OLASS 4 contract</p> <p>Restorative Justice: This will be targeted and lead by external IOM teams in conjunction with the establishment</p> <p>HRP: Individual prisoners assessed as directed by sentence planning.</p> <p>RESOLVE - Individual prisoners assessed as directed by sentence planning.</p> <p>Highest intensity case management will be made available to as many</p>	

		<p>offenders in this OGRS band as resources will allow. We will begin by prioritising violent offenders with OVP over 60%, sex offenders with a RM2000 above 'medium' and indeterminate sentenced offenders approaching tariff or a move to open conditions.</p> <p>Highest intensity case management is as medium intensity but with more frequent / longer supervision sessions (with a clear purpose linked to the aims of the sentence plan), and active advocating for offenders where they may need help in accessing services to reduce re-offending</p>	
<p>Extremely high likelihood of any reconviction (prolific) OGRS 90-100%</p>	<p>All Prolific likelihood of Reconviction: 38</p> <ul style="list-style-type: none"> • 4 are convicted of violent offences • 29 are Acquisitive • 1 are convicted of motoring offences • 4 are convicted of other offences 	<p><u>CORE OFFER see OGRS 0-24% +</u> In addition to the Core offer the following is also available. Vocational Training: Industrial Cleaning based on wings. Workshops will be tailored to specifically meet the employment needs of the Manchester area. Restorative Justice: This will be targeted and lead by external IOM teams in conjunction with the establishment TSP: Individual prisoners assessed as directed by sentence planning HRP: Individual prisoners assessed as directed by sentence planning. RESOLVE - Individual prisoners assessed as directed by sentence planning.</p> <p>Over 12m - Highest Intensity case management – as medium intensity but with frequent / longer supervision sessions (but with a clear purpose linked to the aims of the sentence), including commissioning specialist one to one interventions as required, active advocating for offenders where they may need help in accessing services to reduce re-offending. Where resources allow, we will particularly prioritise the highest OGRS, OVP and RM2000 groups, and indeterminate sentenced offenders approaching a key stage in their sentence. As part of our case management approach for this risk group, offenders are referred to IOM services in the community for post release supervision and support.</p> <p>Short sentence prisoners: those that are nearing the end of their sentence will be prioritised for IOM and to access rehabilitative services that support safe resettlement.</p>	

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)	80	72
Healthy Relationships Programme -High Intensity (HRP-HI)	16	14
Healthy Relationships Programme - Moderate Intensity (HRP-MI)	16	14
RESOLVE	30	27
Total	142	127

Table 6: Development Objective		
CI Title & No.	Objective: Describe a SMART objective including what you want to achieve how you will measure your success and key milestones	Does this contribute to a regional objective (yes/no)
CI 1 Enhance public protection and ensure a safe, decent environment and rehabilitative culture		
C.I 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>There are concerns within the establishment with regards to the abuse of certain tradable prescription medication and this has a corresponding impact on the feelings of some prisoners with regards to Safety. Manchester Mental Health and Care Trust have clear prescribing protocols in place although faces a difficult task in reducing the supply of prescription medication due to the volume of prisoners requiring it. This will be reported, evaluated and addressed through regular multi agency drug supply reduction meetings. The increase, or decrease, in the usage of these medications will be monitored, and reviewed, at the monthly Medicines</p> <p style="text-align: right;">Local Lead: XX</p>	No
C.I 1(b). All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.	<ul style="list-style-type: none"> For all HSE prisons to develop a local strategy that details how they intend to develop a <i>Rehabilitative Culture</i> over the next 3 business years and identifies areas of priority / weakness for action. This strategy should be reviewed annually and include as a minimum approaches to; <i>Every Contact Matters</i>, communications strategy, coaching and training support, fairness and consistency, inclusivity, and Prisoner Consultative Committee's. (Further reference should be made to the NOMS Evidence and Segmentation 2014 document pages 10 & 11 and the slides from the Rehabilitative Culture event in October 2013) <p style="text-align: right;">Target date 30/9/2014</p>	ALL HSE Prisons

	<ul style="list-style-type: none"> • An Action Plan to address identified needs in progressing towards a Rehabilitative Culture, for instance – introducing innovations such as: “Drop In Centres” providing awareness and advice to Prisoners with regards possibilities for progression, or “Celsius Meetings” gauging the “temperature” of the prisons. <p>Progress towards this will be monitored locally and reviewed quarterly. QSLAM quarterly reporting & monitoring will also track progress.</p> <p>Local Lead: XX</p>	
C.I 1(c). Efforts are made to ensure offenders experience the environment as safe	<p>I. Maintaining a safe environment - To implement the recommendations of the Review of Front End Searching carried out in November 2013 in line with published time frames [when confirmed].</p> <p>II. Improving staff and prisoner confidence in safety - To introduce Body Worn Video to staff working in Segregation Units. [roll out timescales to be confirmed]</p> <p>III. Promoting a zero tolerance to violence - Establishments to take local action to <u>increase local awareness</u> amongst staff, prisoners and visitors of the NOMS policy of zero tolerance to violence. This approach must include publication of Violence Management data and this data must have adequate local assurance arrangements in place to ensure its accuracy. .</p> <p>Target date – Local Monthly monitoring & reporting to SMT. QSLAM quarterly reporting & monitoring will also track progress as well as DDC and Regime Manager Assurance visits</p> <p>Local lead: XX</p>	ALL HSE Prisons

	<p>IV. Preservation of life - Establishments are to ensure their Local Assurance frameworks reflect the accepted recommendations arising from the murders of Mr Colin Hatch and Mitchell Harrison and any future recommendations arising from the investigation into the murder of Mr Subhan Anwar. Quarterly assurance fieldwork should be undertaken also covering compliance with the HSE Population Strategy – Strategic Management and Transfer of Prisoners document and an evidence file maintained for potential inspection by the DDC or Commissioners.</p> <p style="text-align: right;">Target date – Quarterly review.</p> <p style="text-align: right;">Local lead: XX</p> <p>V. Extremist Prisoners - To ensure that 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 offenders or groups of offenders. How. A range of management options will be explored in order to both minimise the effect this offender 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 having been agreed and put in place. Under constant operational review</p>	
<p>C.I 2 Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners</p>		

<p>C.I 2(a) There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.</p>	<p>1) We will revisit our Reducing Reoffending Strategy to ensure that this is in line with any local, regional and national strategies.</p> <p>Our Community Engagement Manager will break down all third party contracts to ensure no duplication of services and agree contracts that will deliver services that are relevant to the population needs of HMP Manchester.</p> <p>Key milestones in this area will be:</p> <ul style="list-style-type: none"> • To work with a Prime Provider to ensure through the gate provision for all offenders at HMP Manchester. • In order to improve partnerships external agencies will be invited to the bi-monthly Reducing Reoffending Pathways meeting in line with the agenda and as necessary. • To introduce an information sharing protocol with any external agencies that we are working with to deliver services. • Develop better alignment of services both in custody and community • Look to develop closer working relationship with DWP across Greater Manchester to help with issues around benefits for offenders being released from custody. • To forge links and work with theme leads in the Greater Manchester community across housing, health, employability and troubled families. • Look at feasibility of engaging with local food banks for offenders who have a greater need of support when leaving custody. • Gain understanding of what the CRC contract will look like, which will enable the formulation of a working agreement to ensure a fruitful working relationship which takes into account our SLA, SDR, offenders need and community resources. <p style="text-align: right;">Target date – Quarterly review. Local lead: XX</p>	<p>Yes</p>
<p>2(b) Facilitate the ongoing operation of mandating day one</p>	<p>At HMP Manchester we have DWP staff based within the establishment. These Job Centre Plus staff are employed as (employment Benefit Advisors) and are currently situated within</p>	

<p>entry of prison leavers onto the DWP Work Programme and any future changes through the introduction of Universal Credit.</p>	<p>the establishment. They have access to an Offender Assessment Centre within the croft area (workshop 4) where they have private interview spaces and access to Broadband and telephone lines so that they are able to process claims for prisoners and make referrals to the Work Programme.</p> <p>To fit in line with DWP development we require a facility at HMP Manchester which emulates community Job Centres.</p> <p style="text-align: right;">Target Date: December 2014 Lead: Community Engagement Manager</p> <p>Plans for DWP staff to come into the Offender Resettlement Unit based on the Croft area are in place and business cases have been submitted for Broadband and Workstations to be established for the staff in this area.</p> <p style="text-align: right;">Target Date: December 2014 Lead: Community Engagement Manager</p>	
<p>C.I 2(c) In England – work together with NHS England and Public Health England in line with the National Partnership and Co-commissioning Agreement to ensure that NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody support both health and justice outcomes and:</p>	<p>It is anticipated that the Healthcare services, within HMP Manchester, will be put out to tender in April 2014. Due to the uncertainty of this there is limited scope for future developments.</p> <p>The providers are however currently looking at the potential for introducing an “in house” ultrasound service, to enhance our radiology service, which would reduce the number of external hospital escorts.</p> <p>The Healthcare provider will also be working closely with the local MTT lead and the Senior Leadership Team to ensure that, once the benchmarking process is complete, an effective healthcare service will continue to be delivered.</p> <p style="text-align: right;">Target Date: Quarterly Review Local Lead: XX</p>	

<p>* Are informed by an up to date Health Needs Assessment taking into account of the reconfiguration of the custodial estate including the creation of Resettlement prisons.</p> <p>* Supply sustainable recovery from addiction to drugs and alcohol improved mental health including dual diagnosis.</p> <p>* Promote continuity of care from community to custody, between establishments and through the prison gate in partnership with new providers of probation services:</p> <p>* Are implemented alongside efforts to reduce the supply of drugs and alcohol in to prisons and the diversion of prescribed medication.</p>		
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<p>CI 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.</p>	<p>Key Delivery Milestones 2014/15</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 for service delivery; the role of the prison in informing the design of any local authority service specifications. ▪ Quarter 3/4: The Prison/LA action plan is implemented to prepare for April 2015. Each prison has suitably robust arrangements in place with the LA to ensure that social care needs assessment can be routinely undertaken and that social care services, equivalent to those in the community, can be accessed by prisoners who are eligible for such services. <p style="text-align: right;">Local Lead: XX</p>	
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<p>C.I 2(f). In England - Continue to improve access to a pathway of new and existing services for offenders with severe personality disorders. Services are primarily targeted at men who present a high risk of serious harm to others and women who present a high risk of committing further violent, sexual or serious criminal damage offences. Services are co-commissioned with NHS England Specialised Commissioning to support health and justice outcomes.</p>	<p>(HSE & PD Sites)</p> <ol style="list-style-type: none"> 1. For all HSE sites to maximise opportunity to identify appropriate referrals for all HS OPD sites. <p><u>Offender Personality Disorder (OPD) Pathway for Subversive Disruptive Prisoners</u></p> <ol style="list-style-type: none"> 2. Diversion of a small number of STG nominal's who 1) are involved in prison violence, disorder or subversion, and 2) who present in a way that is likely to reflect psychopathic traits, towards the HS Offender Personality Disorder Pathway . 3. For Pathfinder and HS OPD leads to establish closer working links. 4. For consideration to 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. Upon completion of such assessments an HS OPD referral considered. 5. STG/Pathfinder Nominal's who potentially meet HS OPD criteria to be considered for suitability for such services. 6. Where cases are considered suitable and consent to moving to a HS OPD unit, CT advice and consultancy to HS OPD offered to ensure that both general criminogenic and specific extremism risks are addressed as effectively as possible by HS OPD interventions and that all the relevant risks are continually assessed. <p>This will be reviewed by quarterly case conferences.</p> <p>Quarterly Review in line with QSLAM timetable. Local Lead: XX</p>	<p>Yes</p> <p>ALL HSE Prisons</p> <p>ALL HSE Prisons</p>
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<p>C.I 2h). In England - Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.</p>	<p>To work constructively with providers in the run up, transition and post implementation phases of the Rehabilitation Programme's transfer of 'Through the Gate' services and transition to the role of Resettlement prison whilst maintaining the delivery expectations of a High Security Prison.</p> <p style="text-align: right;">Target date – Quarterly review. Local lead: XX</p> <p>We will introduce Prime Provider Services which will actively support 'Through the Gate' provision.</p> <p>In preparation for the Prime Provider model, we will run a pilot scheme that will identify offenders and track them through the gate into the community. This pilot will engage offenders on a reduced scale to support them with both preparation and access to employment.</p>	<p>Yes</p>
<p>C.I 2(h) Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.</p>	<p>We will bring Job Centre Plus, National Career Service and The Achieve Project into the Offender Resettlement Unit to produce a seamless transition between all the Reducing Reoffending services, improving communication and reducing duplication.</p> <p>We will introduce Prime Provider Services which will actively support through the gate provision.</p> <p>In preparation for the Prime Provider model, we will run a pilot scheme that will identify offenders and track them through the gate into the community. This pilot will engage offenders on a reduced scale to support them with both preparation and access to employment.</p> <p>HMP Manchester will hold quarterly reviews with Shelter Manchester seeking feedback from ex offenders.</p> <p style="text-align: right;">Target Date: Quarterly Review Local Lead: XX</p>	<p>Yes</p>

C.I 3 Deliver an efficient, quality service.		
C.I 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.	<ul style="list-style-type: none"> For HSE Senior Management Teams to develop their understanding and use of Segmentation data and use it to review against their prisons current population profile, and ensure that interventions provided to this population remain relevant and appropriate. Target date – Quarterly review. For all HSE Offender Management Units to review the population segment that scores Low on both OGRS score and OVP (Offender Violence Predictor) score. Complete a brief review considering the justification for this cohort of prisoners being appropriately placed within the HSE. Target date – Quarterly review. <p><u>By November 2014</u> the prison will review the type of strategies it employs and the services and interventions it offers to ensure that the approaches being used are ones which are effective with the type of offenders that receive them and the factors being targeted for change are related to desistance, reduced reoffending and public protection, or a reduction in harmful institutional behaviour. It will draw on local data and evidence, including that provided within the NOMS Evidence and Segmentation data.</p> <p>Local lead: Suzanne Wheeler</p>	ALL HSE Prisons
3b	By November the prison will develop and implement effective quality assurance processes which indicate whether the services, activity and interventions it provides are of an acceptable standard of quality and are having the impact they are intended to deliver. Information from these processes will be regularly reviewed by the senior management team and specific members of staff will be given responsibility for the QA processes and following through on actions identified in the reviews.	ALL HSE Prisons

C.I 4 Ensure delivery is matched to population, purpose and NOMS outcomes		
C.I 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>To work constructively with PMU to ensure that our population profile is managed to achieve the outcomes required by the Reconfiguration Project which is currently in the detailed planning stages.</p> <p>From the perspective of the HSE the main areas of high level evaluation are that the Category C prisoners currently held in Core Locals could be relocated to Category C prisons to be replaced by appropriately allocated Category B prisoners from elsewhere around the Prison Estate. This approach will also see a focus on ensuring appropriately risk assessed progressive moves from the HSE to non-HSE estate to ensure that HSE spaces are preserved for those prisoners presenting the highest risks of escape or to order and control.</p> <p>Monitoring of progress – Progress against this Development Objective will be tracked quarterly and linked to the QSLAM reporting cycle. High Security Prisons Group will maintain overall oversight. Locally oversight will be maintained by the Population Management Unit.</p>	ALL HSE Prisons
C.I 5 Ensure the delivery of services is responsive to individual needs and characteristics to maximise outcomes.		
C.I 5(a) Individual needs and characteristics are identified, assessed for significance and monitored.	<p>If an LDD is suspected then the prisoner will be referred to the prison's GP service and referred on to any specialist services as necessary. We have links with local forensic LDD services and the DLO (disability liaison officer) acts as a single point of contact for all LDD related matters in the establishment. This requires a great deal of information sharing and co-ordination and there is definitely more work to be done in terms of integrating and developing support plans for LDD prisoners</p> <p style="text-align: right;">Lead: XX</p>	

<p>C.I 5(b). Information regarding individual needs and characteristics is used to adapt and sequence services to meet individual needs and maximise their benefit, and offenders are supported and encouraged to access appropriate services.</p>	<p>NOMS expects providers to take account of the specific needs and characteristics of individuals and that providers are able to evidence and articulate how they will ensure offenders are supported and encouraged to access appropriate services, with reference to:</p> <ul style="list-style-type: none"> • Learning Disability and Difficulty • Physical health and disability • Mental health • Maturity, including capacity for taking responsibility for and understanding consequences of one's actions, and attitudes to risk taking • Family circumstances (e.g. relationship breakdown, caring responsibilities, financial difficulties etc) • Protected characteristics including: Gender, Sexual orientation, Race, Age, Faith, Gender re-assignment, Pregnancy and maternity <p>Examples of how offender services should be tailored include adapting materials and interventions, adjusting communication style and adding resources such as targeted one to one support.</p> <p>As well as considering an individual's specific characteristics, providers will need to demonstrate that they are able to make any reasonable adjustments required by the law. Where reasonable adjustments require partnership working, co-commissioned approaches should be looked at.</p> <p>With regard to the above establishments should develop a local Strategy document that details specifically how provision is made for each of the above criteria and identifies gaps in provision / areas for improvement that can then be included in the Local Equalities Action Plan and also potentially inform transition planning for the transfer of lead responsibility of Social Care to local authorities from April 2015. This should be published and available to staff and prisoners.</p> <p style="text-align: right;">Local Lead: XX</p>	<p>Yes</p>
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	<ul style="list-style-type: none"> • Continue to develop Learning Disability Services in line with national NOMS strategy (by March 2015) • Continue to develop support and provision for elderly and disabled prisoners to facilitate full access to regime and services, including the development of a day care centre in partnership with community / voluntary partners (by March 2015). <p>HMP Manchester recognises our obligations in meeting the needs of distinct sections of the population and many reasonable adjustments are being made every day for many prisoners. The Equality Action plan is currently being developed to identify where better provisions can be made and this will be done through equality impact assessments relating to the disabilities highlighted above and also including all protected characteristics.</p> <p style="text-align: right;">Target date – Quarterly review</p>	
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C.I 6 Deliver priority national or specialist services.		
C.I 6(a). Continue to identify, assess and manage extremist offenders by engaging with existing local structures and ensuring that training and -awareness is embedded among key staff groups. Ensure referral, where appropriate, to interventions, structured assessment and structured interventions and faith-based programmes according to offender risk and need.	<p>In relation to NOMS' approach to the identification, assessment and management of extremist offenders, all High Security Prisons will ensure delivery in the key thematic areas of Intelligence Gathering & Management; Offender Management and Public Protection; and Interventions & Resettlement.</p> <ul style="list-style-type: none"> All High Security Prisons will ensure that any recommendations related to the identification, assessment and management of extremist offenders which are identified in year are implemented within reasonable timescale. <p>Progress to be monitored Quarterly via the QSLAM process</p>	ALL HSE Prisons
C.I 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>We will engage with Thames Valley Partnership to look at a model which will best fit HMP Manchester.</p> <p>The first planning meeting will be held at HMP Manchester on the 21st March 2014 with relevant stakeholders. Awareness packages will be delivered to meet staffing needs. We will actively work in partnership with Greater Manchester Reducing Reoffending (GMRR) group to improve the process of Restorative Justice within HMP Manchester.</p> <p>HMP Manchester will deliver victim-offender conferences but this is a target that lies with a</p>	

	<p>compromise between HMP Manchester and Greater Manchester Police via GMRR this will be addressed by attending external meetings and engaging in order to develop partnership working and introduce facilitation of the service.</p> <p>Date of Review: August 2014 Local Lead: XX</p>	
<p>C.I 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.</p>	<p>To maximise the successful utilisation of BASS accommodation places for HDC and BAIL with progress monitored quarterly against the national BASS data set at QSLAM (Quarterly SLA review Meeting)</p> <p>Target date – Quarterly review. Local lead: XX</p>	Yes
<p>C.I 6(e). Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.</p>	<p>To monitor prison video link utilisation and work to achieve an increase in its use compared with 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 the prison'.</p> <p>Target date – Quarterly review.</p> <p>In addition HMP Manchester will develop a strategy for extending use of video conference facilities by 2014/15 consistent with the NOMS Video Action Plan, ensuring that use is consistent with type of establishment and makes maximum usage of existing/planned facilities. Adam Gregory will be the establishment lead for the NOMS video action plan and will establish and maintain relationships with the relevant stakeholders.</p>	ALL HSE Prisons

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)	Yes	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.	Delivered as minimum in HSE
Cell & Area Searching	Assurance is sought through a risk assessed programme of covert testing.	Delivered as minimum in HSE
Early Days & Discharge - First Night in Custody	One-to-one welfare support is provided within courts/custody suites to address immediate needs of the prisoner.	Yes

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Visits - Conduct Visits	There are facilities for children to participate in supervised play whilst visiting a prisoner	<i>Yes Main visits area. No for Cat A visits as have no supervised play.</i>
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.	<i>Hot snacks (i.e. sandwiches, soups) are available with hot/cold drinks.</i>
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.	No
Prisoner Employment, Training & Skills	Prisoners have the opportunity to gain industry recognised and accredited qualifications through employment, training and skills according to risk and need.	Yes
Prisoner Employment, Training & Skills	Qualifications gained are aligned with market needs and within the Qualifications and Credit Framework	Yes
Deliver Accredited Programmes	Competent staff are contributed to the national training provision as agreed by the commissioner. Output wording subject to revision	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 (30 mins)	Under new core day provision all prisoner should be able to access the minimum daily time in the open air
Physical Education	Minimum number of PE Hours [per week] (row 1 of the specification) (as calculated using the SBC published spreadsheet product)	2 hours weekly as per the previous NOC.	Under the current SLA HMP Manchester provides 2 hours of PE for both un-convicted and convicted prisoners, this was agreed during the Bid Process which preceded the SBC roll-out. See Notice of Change (13/14) for details.

8. Activity Places (Work and Prison Services)

Table 8a: Agreed Activity Allocation places

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

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

INDUSTRIES (ONE3ONE)										
INDUSTRY SERVICE CODE	WORKSHOP NAME	Maximum number of prisoner places per activity (planned per week total for 2014-15)	TOTAL STAFF NUMBERS	CORE HOURS PER WEEK	Annual Internal Soft Charged Sales Predictions	Annual Internal Hard Charged Sales Predictions	Annual External Sales Predictions	Annual Internal Soft Charged Materials Predictions	Annual Internal Hard Charged Materials Predictions	Annual External Materials Predictions
Industries Laundry -	Laundry	34	2	32	£510,000	£0	£50,000	£15,000	£0	£850
Industries Printing -	Workshop 8 & 9	68	4	32	£0	£285,000	£200,000	£0	£228,000	£160,000
Industries Textiles -	Textiles 1-2-3	68	5	32	£0	£550,000	£0	£0	£522,500	£0
Total		170	11	96	£510,000	£835,000	£250,000	£15,000	£750,500	£160,850

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
Kitchen	Provision to provide food to prisoners	46	29.25
Crofters	Vocational Training for prisoners and staff mess	12	29.25
Industrial Cleaners	OLASS funded – Top & Bottom Prison	24	24.75
Area Cleaners	Prisoners from various wings to clean areas around the prison i.e. reception	18	29.25
Centre and Stores Cleaners	For Top and Bottom prison.	7	29.25
A Wing Workers	All wings have 5 Servery workers, 1 Laundry Orderly and 1 Greening Orderly.	15	29.25
B Wing Workers		15	29.25
C Wing Workers		15	29.25
D Wing Workers		15	29.25
E Wing - Inner Workers		11	29.25
E Wing – Outer Workers		11	29.25
Segregation Unit		2	29.25
G Wing Workers	The number of cleaners	12	29.25

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H Wing Workers	varies on each wing.	10	29.25
H1 Wing Workers		8	29.25
I Wing Workers		10	29.25
K Wing Workers		13	29.25
Carers	Wing Based	5 FTE (10 part time)	14
Healthcare Cleaners	HCC	4	29.25
Library Orderlies	Library	3	29.25
Waste Management		20	32
Sub total		276	

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	F Wing	SFL =8, FS1=14, FS2 =8, ESOL = 8, Life Skills =10, Maths = 10. Total 58 FTE	25
Core Education Classes	F Wing	ITQ= 12, ITQ2= 5, IT=5, Flexi = 6, Art = 6 Total 34 FTE	25
Education Induction Assessment	Wing Based	E wing =10, A Wing = 10, Cat A = 4 Total = 24	22.5

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Education leading to accreditation	Croft	Customer Care= 3, H&S= 10, Victim Aware= 3, Pre release=4, Peer mentoring= 8 Total = 28	16 (avg)
PE Leading to QCA Qualifications	Gym	40 FTE (Breakdown below) 20 – Focus Level 2 Gym Instructor (6 month course) 20 – OCN Fit for Life, OCN Introduction to weight training, NUCO First Aid at Work, BST Sports Leaders (6 week rotation)	17.5
Skills training leading to Accreditation	Croft	Bakery = 24 (32 hrs), Industrial Cleaning = 24 (29hrs Top jail, 24 hrs Bottom Jail) Total 48	29.25 (avg)
ROTL			
Prison Induction Courses/Interviews		Maximum class size 16 to attend all induction sessions.	5 (avg)
Other			
Sub total		232	
Table 8 Total		910	

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 09m	2h 26m	0h 19m	0h 29m	0h 35m	8h 00m
Tue	4h 09m	2h 26m	0h 19m	0h 29m	0h 35m	8h 00m
Wed	4h 09m	2h 26m	0h 19m	0h 29m	0h 35m	8h 00m
Thu	4h 09m	2h 26m	0h 19m	0h 29m	0h 35m	8h 00m
Fri	3h 12m	0h 30m	0h 19m	0h 15m	0h 21m	4h 39m
Sat	0h 34m	3h 58m	0h 13m	0h 30m	0h 10m	5h 27m
Sun	0h 34m	3h 58m	0h 13m	0h 30m	0h 10m	5h 27m

5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	3h 57m	2h 03m	0h 19m	0h 26m	0h 32m	7h 20m

7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	2h 59m	2h 36m	0h 18m	0h 27m	0h 26m	6h 47m

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)	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	
CU031	Control & Restraint (C&R) Training	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	
CU060	Tornado Commitment																		17.00
CU074	MQPL BME Score	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50
	Security Audit - & Audit	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	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	2.95

OFFICIAL

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

Offender Management

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU002	Release on Temporary Licence (ROTL)	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																		942

OFFICIAL

CU021	Offending Behaviour Programme (OBP) Completions	127.00	127.00	6,456.00
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Regimes

[illegible]

General

[illegible]