



National Offender
Management Service

**Annex to West Midlands Region
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 Hewell

Local Establishment Annex 2014-15

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This document is the Local Establishment Annex 2014-15 to the West Midlands 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 Hewell
Establishment type	Local resettlement/Open resettlement
Specialist function	Includes 138 Foreign National Population as non criminals. 254 resettlement fig applies to Local prison
Security Category / Categories:	Category B or lower
Annual Operating Price	19,121,511

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	1003
Operational Capacity	1301

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.

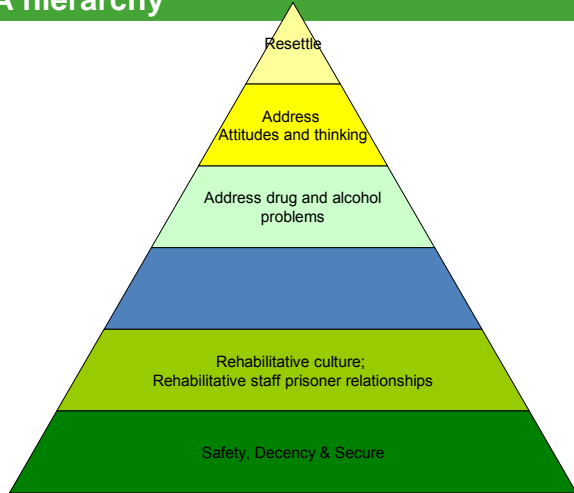
Table 2b: Population Allocation Specification	
Gender:	Male prisoners only
Age:	Adults (21 and over) and starred up Young Adults (18-21) (subject to agreement with DDC)
Security Category:	Category B or lower
Sentence Status:	Remand and Sentenced prisoners
Sentence Length / Type:	No restrictions 32% unsentenced, 20% resettlemen,
Offence Type:	Sex offences by agreement only in the open unit
Nationality:	No restrictions

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

Table 2c: Population Assumptions – Origin of the Population
HMP Hewell is a cluster prison containing a local site and an open site 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 West Midlands regions and receives most of its prisoners from courts in the area, particularly Coventry and Worcester. This establishment is a Home Office Hub (with HO team on site)

Table 2d: Population Assumptions – Estimated Background of the Population							
OCTOBER 2014							
	Cat A	Cat B	Cat C	Cat D	Male YO	Other	Total
Prisoners on remand, convicted unsentenced, or sentenced uncategorised	0	0	0	0	0	407	407
Prisoners sentenced to less than 12 months	N/A	1	146	15	N/A	0	162
Determinate prisoners serving 12 months or more but less than 4 years	0	0	N/A	N/A	N/A	0	0
Determinate prisoners serving more than 4 years	0	0	100	91	N/A	0	191
Indeterminate prisoners	N/A	N/A	53	0	N/A	N/A	64
Determinate and indeterminate Recallees	0	N/A	0	62	N/A	0	66
Non-criminals	0	0	0	0	0	0	0
Resettlement	N/A	N/A	220	34	N/A	N/A	254
Discretionary	N/A	N/A	90	37	N/A	N/A	127
Total	0	1	613	239	0	407	1271
Resettlement	Yes	Reset %		0.2	Reset No.		252
Specialist Function	Includes 138 Foreign National Population as non criminals. 254 resettlement fig applies to Local prison						

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>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> <p>HMP Hewell have developed strategic priorities and these will be developed in Year, which together with the features of a rehabilitative prison will provide an enabling environment within their prison, delivering rehabilitative outcomes in partnership with other agencies, as well as a range of opportunities for growth, positive change and resettlement.</p>
	<p>The features of a rehabilitative prison – A hierarchy</p>  <p>The Strategic priorities of HMP Hewell are:</p> <p>1. Safe & Secure</p>

2. **Positive Reputation & Credibility**
3. **Business Framework**
4. **Effective Skilled Workforce**
5. **Reducing Reoffending**

With a core priority of **decency** running through all other priorities.



Evidence of these effective management strategies will be used to promote the features of a rehabilitative prison to deliver rehabilitative outcomes in partnership with other agencies, as well as a range of opportunities for growth and positive change. The Governors and SMT will work collaboratively with other prisons/DDC to monitor and share best practice and learning and to evaluate progress.

The Head of Corporate Services will monitor trends using indicators of change which may include;

- MQPL indicators
- Reportable Incidents
- Adjudications
- Use of Force stats
- SQPL indicators
- IMB reports
- HMCIP
- MDT data
- Impact of IEP changes
- Violence management data
- Use of IEP Scheme
- Use of anti-bullying Scheme
- Engagement forums via Prisoner Voice

An evaluation report and planned action will be produced for the Governor and monitored at the SLA assurance meetings.

1(b) All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance

HMP Hewell will work to continuously to improve multi-disciplinary staff/offender engagement, as evidenced by MQPL, SQL, staff engagement surveys/briefings and prisoner forums and other indicators above.

We will work collaboratively to support training for frontline staff and SMT which is evidenced as providing a particular set of skills to use with offenders that impacts on reoffending, and collect evidence to show that staff interactions with offenders are meaningful, consistent and

constructive: tackling attitudes; teaching problem solving and perspective taking; leading by example, rewarding progress; giving hope; getting things done; and making every conversation/contact count. SMT and managers will act as role models to staff, set standards for staff interactions through their own behaviour, positive staff interaction will be promoted, developed and monitored by all managers in accordance with our Local Assurance Framework Reviews, held quarterly.

Our over all strategy will include minimum standards for staff and prisoners and include a two day training package for all staff on every contact matters and pro-social modelling. This will be promoted and developed at prisoner forums. (Start in Year 1, roll on in to Yr 2&3 as necessary)

1(c) Efforts are made to ensure offenders experience the environment as safe.

- This is a building block of our strategic priorities for delivering rehabilitative outcomes (see hierarchical diagram above).SMT will monitor trends locally and regionally as evidenced by prisoner surveys, MQPL, Safety Audits, HMIP-Safety, Violence metric and evaluate all.
- All acts of violence will be investigated, recorded appropriately acted upon and monitored by SMT. Lessons learnt will be considered and, when necessary, provide updates within the Local Safer Custody Policy.
- Review and Implement new Safety policy and guidance in 14/15 as an outcome of the review of the management of violence project, and other evaluations.(Year 1)
- Continue and develop the monthly threat assessment locally, taking in to account the regional and national picture for safety and vulnerability.

1(d) Good quality risk assessments, risk management systems and information –sharing between partner agencies result in the application of appropriate public protection and security measures, and these ensure the needs of victims are appropriately addressed.

HMP Hewell is committed to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that individual establishments' Local Security and Public Protection Strategies will be kept up to date in line with current policy.

1(e) Intelligence is gathered ,developed and shared in a safe and timely manner

- HMP Hewell is committed to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provides assurance that the establishment's Local Security and Public Protection Strategies are kept up to date in line with current policy.

1(f) The availability of drugs and mobile phones in prisons is tackled

- HMP Hewell is committed to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provides assurance that the establishment's Local Security and Public Protection Strategies are kept up to date in line with current policy.

	<p>1(g) Prisoners are prevented from continuing criminality from prison</p> <ul style="list-style-type: none"> HMP Hewell is committed to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provides assurance that the establishment's Local Security and Public Protection Strategies are kept up to date in line with current policy.
2. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners	<p>2(a) We will maximise investment of all partners and providers delivering services for offenders at HMP Hewell and maximise outcomes for offenders by ensuring they experience a seamless and joined up service. By 30th September 2014 we will review who we work with and how we work with them and ensure that all contracts and service level agreements demonstrate how each service fits within the overall strategic context of the establishment. This review will include all statutory and non statutory, existing and new partners and providers (including by anticipating any changes as a result of Through the Gate). We will develop a plan which describes how, within 6 months we will deliver:</p> <ul style="list-style-type: none"> A clear shared strategic vision for how services align to maximise outcomes and create an integrated, seamless offender management service (including a shared understanding of outcomes and priorities) A clear agreed plan of how services sequence and compliment each other, providing continuity of services to offenders both within and across prisons (facilitating the needs of all providers and contractual partners to allow them to effectively deliver) Leadership which actively enables and integrates services, where partnership working arrangements improve performance and aid resolution of issues An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others An agreement on how to safely use and share data and information <p>Progress will be monitored against the plan at our monthly SMT meeting and at a regional level with the DDC.</p> <p>2(b) Facilitate the ongoing operation of mandating day one entry of prison leavers onto the DWP Work Programme and any future changes through the introduction of Universal Credit</p> <ul style="list-style-type: none"> Continue regional/local forums to monitor progress/improve practice with key regional work programme providers Work locally/regionally /nationally with NOMS policy lead to increase the number of DWP staff in prisons, as roll out of both Transforming Rehabilitation and Universal Credit takes place. Activity monitoring to take place to ensure that the majority of appointments booked for prisoners takes place. (Yr 1). <p>2(c) HMP Hewell is working closely with providers of healthcare and substance misuse services through our local Healthcare Delivery Board</p>

which meets monthly and representation of healthcare on the establishments SMT through Head of Residential Safety and Head of Healthcare. This governance provides a mechanism to identifying and addressing delivery and strategic issues such as planning around continuity of care and forthcoming impacts of changes to the estate from the Transforming Rehabilitation Programme. We are developing a Local Delivery Agreement in line with the National Partnership Agreement between NOMS, NHS England and Public Health England. Our shared priorities from April 2014 include We are also working closely with health and substance misuse providers to promote recovery from addiction by working to reduce the supply of drugs and alcohol into prisons and the diversion of prescribed medication through appropriately sharing of information and intelligence.

2(d) Work 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. Hewell anticipate further mandatory service specification to be developed and issued in 2014-15 with reference to the Care Bill in parliament, the impact of which will be reassessed in Year1.

- Hewell will be putting in a bid for the development of social care cells to Worcestershire Local Authority – (Yr1)
- Governors will invite Local Authority leaders to SMT discussions to understand the provision that is currently in place, and how high need offenders can access that provision, engaging support from NOMS co- commissioners, to ensure integrated care and continuity of care between prisons and through the prison gate. (Yr 1)
- By end of March 2015 every prison has arrangements for suitably qualified staff to assess prisoners social care needs
- By end of March 2015 arrangements are in place to ensure the provision of urgent personal care services to those with a high level of need, such as the need for assistance with feeding or toileting.

2(e) HMP Hewell recognises that supportive and pro-social family / marital relationships is one of the key factors linked to desistance. We have established relationships with our Local Authorities and a shared delivery plan, which includes sharing aggregate and individual data to identify families meeting the Troubled Families programme criteria. We will have methods to offer and improve interventions and services, maximising benefits to offenders and their families generally, seeking to enhance these where appropriate and in response to offender need over the SLA period.

2(f) The West Midlands will continue to support the delivery of the NHS/NOMS offender personality disorder strategy and the Government's intentions described in the Offender Personality Disorder consultation response published by the Department of Health on 21st October 2011.

- N/A to HMP Hewell

2(g) HMP Hewell will assist in reducing re-offending by enabling offenders to develop their skills, knowledge, and attitudes needed for success in employment and personal effectiveness in society after release.

We ensure that all offenders are assessed to identify their learning needs, and that these assessments inform allocation to activities. We also operate a regime which ensures that all offenders achieve at least Level 1 in Functional Skills (FS) Maths and English, unless they are unable to benefit from this provision. (For example because they are foreign nationals or have learning disabilities, or are serving a sentence too short to enable this qualification to be achieved).

All prisoners are screened for functional skills needs on Induction and, where a need is identified, a full assessment is undertaken by the OLASS provider and maths and English courses are offered as a matter of priority. In addition a Hidden Disabilities Questionnaire (HDQ) is undertaken to enable the education provider to allocated Adult Learning Support from the OLASS budget for those deemed to have an additional learning needs. As of January 2014 a new Activity Allocation and Attendance Policy has been implemented and those with below Level 1 English and maths ability are automatically mandated to education classes. Those initially assessed at Level 1 will attend work and part time education and those at Level 2 or above can undertake full time work and/or become a mentor.

We offer the opportunity to progress to level 2 Functional Skills to all offenders who are capable of achieving it, alongside work or other regime activities. Pre-entry provision is available, with access to additional support where necessary, for those unable to participate in Functional Skills at Level 1.

We provide vocational courses in subjects which are informed by Labour Market Information (derived from the National Careers Service) and ensure that the regime allows all offenders whose sentence plan includes vocational training to work towards vocational qualifications at levels 1 and 2 alongside work or other regime activities, before they are released

We access reliable labour market information pertaining to the areas into which prisoners will be released. We get a range of current information including:

- Labour Market Information (LMI) from the National Careers Service
- State of Group reports from Jobcentre plus that show sectors/industries
- OLT Data
- Changes in unemployment updates
- OLASS 4 Labour Market Information and partnership summary for the West Midlands from the National Careers Service
- Economy Overview from Milton Keynes College

This information is used to inform the curriculum which is reviewed on-going, so as to meet the needs of a diverse and changing prison population and maximise employment opportunities. We have established good relationships with employers and Further Education colleges in resettlement and we regularly refer prisoners to them.

HMP Hewell hosts an annual 'Job Fair' that is attended by National, Regional and Local employers and training providers. In addition, the

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	<p>Business Engagement Manager has regular meeting with training providers to set up bespoke education and training opportunities to meet the labour market/employer needs. Many of these opportunities are linked to 'real' job outcomes.</p> <p>We provide courses which improve the personal skills needed in order to function effectively in society.</p> <p>We provide guidance and support through the partnership with the National Careers Service to all offenders, enabling them to make realistic career choices and develop a Skills Action Plan (SAP) linked to their Lifelong Learning Account. All prisoners are provided with an Individual Learning Plan (ILP), with objectives linked to the Skills Action Plan and ensuring that the offenders' sentence plan takes account of learning needs and supports progress towards the targets in their ILP and Skills Action Plan.</p> <p>We ensure that all offenders are issued with a Unique Learner Number (where appropriate) and have their progress recorded on the Learner Records Service, so that offender managers and learning and skills staff can provide continuity of learning for prisoners transferred between establishments and released into the community.</p> <p>We develop E-Learning opportunities for all prisoners, through access to the Virtual Campus.</p> <p>The Head of Reducing Reoffending, Learning & Skills Manager and Cluster Lead Head of Learning and Skills chair and manage monthly individual prison based Performance Delivery Review (PDR) meetings. These allow us to discuss all aspects of the OLASS learning and skills delivery and performance and include performance with the National Careers Service.</p> <p>A monthly Data Review meeting is held with Milton Keynes College and Cluster Lead Head of Learning and Skills (Including G4S Head of Learning and Skills) to look at the West Midlands regional retention, achievement and financial data. This then informs the OLASS Governance Board if funds need to be allocated across establishments to ensure it is appropriately used and fully utilised.</p> <p>Quarterly Quality Improvement Group (QIG) is facilitated and the Learning & Skills Manager/ Cluster Lead Head of Learning and Skills hold regular formal and informal meetings with the provider Education/National Careers Service Manager. The group(s) report to the Cluster OLASS/ Learning and Skills meetings facilitated by the lead Governor and in turn to the Regional Governance Board, chaired by the DDC. This ensures alignment with regional and national learning and skills policy and priorities and the movement of funds, where deemed appropriate. We have clear agreed governance for our meetings; minutes are recorded and action plans are in place.</p> <p>We closely monitor recruitment, attendance and punctuality and we plan to maximise our resources to ensure that prisoner achievement is optimised, using our OLASS budget to the full. Data is collected and a report submitted to the Cluster Lead Governor, DDC and Skills Funding Agency at the OLASS Governance Board.</p> <p>2 (h) HMP Hewell will strengthen partnership working and development a proactive strategy to ensure that offenders have access to support and services to both prepare for and enable access to employment. There will be an assessment of the local labour market, and where there are likely to be opportunities for offenders. OLASS provision will be commissioned with these local needs in mind. We will provide ROTL opportunities for prisoners and when a prisoner is performing well, can offer interviews for paid employment on release.</p>
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3. Deliver an efficient, quality service	<p>3 (a) Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes 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>Based on an independent analysis of the likelihood of reconviction, including sexual(OSP) or violent re-conviction(OVP) scores and using 5 segment bands, our approach at HMP Hewell is to target interventions and services on those offenders it is most likely to impact on, using factors shown to be related to reducing re-offending, particularly those in Table 1 of the evidence and segmentation document, relating to risk, offence type or needs</p> <ul style="list-style-type: none"> The offender journey will sequence interventions appropriately. <p>Table 5 sets out the accredited programmes that will be delivered at HMP Hewell</p> <ul style="list-style-type: none"> We offer TSP and FOR accredited programmes. Cognitive Skills programmes such as TSP have been shown to be effective at reducing reoffending for certain offence groups, such as violent, sexual and drug offences. There is little benefit to date in the research for robbery and acquisitive offenders completing such programmes. TSP is therefore not commissioned for such offenders. We will therefore target TSP first at prisoners with a current conviction for violence who have an OGRS score of 50 or more. If places cannot be filled from this group, we will expand the offer to include those with an OGRS score of above 25. As a prison with a local function and a considerable number of prisoners on short sentences, FOR is well suited to our offender group. As FOR is commissioned for all offender types, we will target FOR primarily at prisoners with a current conviction for an acquisitive offence. However programme places are also open to those with a conviction for violence. (We will prioritise the TSP programme initially for participants, however consideration will also be given to those who have completed TSP, to access the FOR programme in their last six months of their sentence in order to meet the young adults resettlement needs upon release) We will ensure that prisoners do not complete both programmes as we recognise that such duplication is usually unnecessary and not the best use of scarce programme resources. <p>3(b) Have robust quality assurance processes in place to ensure offender services are;</p> <ul style="list-style-type: none"> (i) delivered as they are intended (i.e. with integrity and as planned and designed) and (ii) that they are effective <p>Hewell has an internal Assurance Framework which consists of but is not limited to:</p> <ul style="list-style-type: none"> Delivery against Service Delivery Indicators (SDI's) and internally set monitoring targets (Management Information) – Remedial Actions

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	<p>directed, agreed and discussed at SMT where appropriate and disseminated out.</p> <ul style="list-style-type: none"> • Action Plan Completion – Self Audit, Functional, HMIP, External Audit, Programmes Audit etc – Assurances given through direct reporting to Region, the Governor and SMT • Audit – Self Audit (Action agreed by standard owner), Internal Audit/Inspection (Actions agreed by functional head/directed by Governor), National Systems Audit (local processes reviewed and remedial action taken where necessary – e.g. Payment Plus, Use of Force), Audit and Corporate Assurance (Governor agrees Action plan with Functional Lead and progress is formally reported back). • HMIP – expectations and progress against recommendations accepted in Action Plan • Assurance against Specifications (including all PSI Required Actions) – SBC Programme surrounds both Cost and Delivery • MQPL – Performance is monitored through Prisoner Consultation (You Said/We Did) and specific actions surrounding issues raised – Task and Finish Group in existence. • Risk Register – Risks are allocated to owners – feedback is given at SMT – formal Risk Reviews take place quarterly and following a significant event. • National Training Requirements completed – Information Assurance, Fire Safety etc • Internal Quality Assurance Frameworks pertaining to specific Service Delivery Elements e.g. Programme Delivery, Learning and Skills Delivery, Healthcare Services <p>Contract Management and Monitoring Forums in place in respect of all Commissioned Services</p>
<p>4. Ensure delivery is matched to population, purpose and NOMS outcomes</p>	<p>4(a)</p> <p>“The segmentation data from March 2013 identified that the main risk group of offenders at HMP Hewell are offenders that fall into the High and Very High likelihood of reconviction according to their OGRS scores.</p> <p>High Risk – 33% - 268 Prisoners Very High – 22% - 180 prisoners</p> <p>As a result of this data the focus of resources for intervention is within this risk group. This results in the highest level of intensity of case management and risk management taking place for offenders in the high and very high risk bracket. This is highlighted in the response to Table 4b</p> <p>The types of offence that are most prevalent are:</p> <p><i>Acquisitive Offences – 267 – 33%</i> <i>Violence – 230 – 28%</i> <i>Drugs – 123 – 15%</i></p> <p>Acquisitive crime is the largest group however, there is not a specific programme offered to this group of offenders. The majority of the Acquisitive group fall in to the High or above OGRS score for likelihood of reconviction. The Psychology department provide a service for those who have a high or above OGRS score and therefore there are opportunities for people within this group to have their risk needs</p>

supported.

Violence is the second highest offence type within the population of Hewell. TSP (Thinking Skills Programme) is identified for Adults within this offending behaviour group. TSP Cognitive skills intervention addresses the way offenders think and their behaviour associated with offending. It involves offenders developing skills in setting goals and making plans to achieve these without offending. Sex Offenders/Public Protection issues/Security risks are excluded from this intervention. Predominantly the target group is Medium risk offenders however; priority is given to those offenders with an OGRS score of 50-89% (high and very high).

Psychology Intervention - A resident Psychologist at Hewell is able to provide additional support, enabling us to identify if further work is required with the individual following the programme and/or if one to one intervention is required. The focus is on those offenders with a High/Very High OVP and OGRS score. The team currently carry out risk assessments on high risk determinate sentence cases to aid in their management (up to 15 reports a year) and carry out individual one-to-one intervention work with up to 20 cases per year.

Through the OASys and sentence planning process the Offender Supervisor will identify the motivating factors behind the acquisitive crime and may therefore link into another pathway for example drugs, violence finance benefit and debt.

The largest group regarding sentence length is for those serving less than 12 months , 27%- 218, closely followed by those serving 1-4 years at 26% - 209

We will work from evidenced based practice, and target resources to maximise the outcomes from the investment, continuing to explore how HMP Hewell will contribute to an innovative regional model for maximising delivery

- Case management activity will be provided at a level proportionate to the likelihood of reoffending posed by each offender
- risk management activity will vary, informed by security considerations and offenders risk of serious harm rating
- Take account of the indeterminate sentence population, as well as risk of reoffending and offence type
- **Low intensity** case management is the core level of service, to enable the following to take place:
 - Assessment
 - Sentence planning
 - Referral to rehabilitative services provided under the 'core offer'
 - Keeping in touch – this should be part of a whole prison approach (Our New Way) so that any contact, e.g. when supervising a wing, is used to check in with offenders and is fed back to the Offender Supervisor. Other approaches might include offering a 'surgery' or drop-in session whereby low risk offenders are offered brief appointments to check on progress.
- Low intensity case management will be aimed at those with low OGRS scores and is expected to be all a local prison can offer
- **Medium intensity** case management involves one to one supervision, based on a pro-social approach and focuses on:

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	<ul style="list-style-type: none"> - recognising achievement - motivation to maintain or make progress - reflecting on setbacks and planning for positive change - consolidating learning from interventions - observing changes in behaviour or attitudes - encouraging the offender to own their change <ul style="list-style-type: none"> • Medium intensity case management will be aimed at those with medium or high OGRS, OVP or RM2000 scores, and indeterminate sentence prisoners • Highest intensity case management is: <ul style="list-style-type: none"> - As above, with more frequent/longer supervision sessions - Active advocating for offenders where they may need help in accessing services to reduce reoffending • Highest intensity case management will be reserved for those with the highest OGRS scores (75+ where resources allow) and ISPs who are approaching a key stage such as tariff date, Parole review, or move to open conditions • Risk management activity will vary, informed by security considerations and offender's risk of serious harm rating • A minimum risk management approach will be based on partnership between the OMU, Security Department and others as required, so that all risk information is shared • More intensive risk management will be targeted according to OASys Risk of Serious Harm ratings, including observing and recording behaviour, and restricting/monitoring visits where necessary. • Highest levels of risk management, which includes monitoring of communications and discussion at inter-departmental risk management meetings in cases of greatest concern, will be prioritised from those with the highest OASys Risk of Serious Harm ratings. •
<p>5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes</p>	<p>5(a) We have a number of standard processes for identification and assessment of individual needs within first days of 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 offenders' 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</p>

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	<p>support and can take appropriate action.</p> <p>5(b) Information regarding individual needs and characteristics is used to adapt and sequence services to meet individual needs and maximise their benefit, and offenders are supported and encouraged to access 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"> <input type="checkbox"/> Learning Disability and Difficulty <input type="checkbox"/> Physical health and disability <input type="checkbox"/> Mental health <input type="checkbox"/> Maturity, including capacity for taking responsibility for and understanding consequences of one's actions, and attitudes to risk taking <input type="checkbox"/> Family circumstances (e.g. relationship breakdown, caring responsibilities, financial difficulties etc) <input type="checkbox"/> Protected characteristics including: <ul style="list-style-type: none"> o Gender o Sexual orientation o Race o Age o Faith o Gender re-assignment o Pregnancy and maternity <p>For 5(a) and 5(b) HMP Hewell will have systems in place to ensure that relevant individual needs (see list in 5b) are assessed effectively, and information shared appropriately, at the most helpful point in an offender's sentence to sequence and adapt service to individual need.</p> <ul style="list-style-type: none"> • All prisons should use the data collected to assess their own prisoner demographics. This will enable a prison-specific response to providing support and interventions as required. • All prisons will have protective characteristic leads,(both staff & prisoners as appropriate), and systems in place to ensure that relevant individual needs are assessed effectively, and information shared appropriately, at the most helpful point in an offender's sentence. • All prisons will ensure that staff receive information and training to support them in recognising barriers to engagement that may arise owing to factors such as age, sexuality, disability, etc • 3 meetings per annum chaired by ERDG Lead for West Midlands region will take place to support prison equality work
6. Deliver priority national or specialist	<p>6a In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Hewell will ensure delivery in the key thematic areas of Intelligence Gathering & Management; Offender Management and Public Protection; and Interventions & Resettlement, as assessed by NOMS HQ. HMP Hewell 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</p>

services	<p>timescale.</p> <p>6(b) Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to support delivery HMP Hewell has developed partnerships and a supportive environment ,with focus on developing: a supportive environment which enables delivery of victim-offender conferencing (RJ),with focus on developing;</p> <ul style="list-style-type: none"> • Awareness of RJ amongst relevant staff groups • Partnerships with organisations and local commissioners to support delivery of RJ • Infrastructure to support delivery, including a single point of contact for RJ <p>RJ staff will work with prisoners following SORI to implement their 'Compacts'. Where appropriate the SORI RJ Programme will act as a catalyst for other restorative processes and preparation for these - face-2-face meetings between prisoners and their direct victims; indirect restorative processes; reparation activity including community projects and joint working with CJS partners; pre-release conferences and sentence planning conferences. There will be 12 RJ conferences during April 14 to March15 resulting from follow on work from the SORI course. Where participants choose not to meet face-2-face or it is deemed unsafe, indirect processes will be offered in accordance with RJ best practice</p> <ul style="list-style-type: none"> •4 SORI RJ Programmes •24 restorative face-to-face meetings / 'conferences' of all types inc pre-sentence •4 regional complex cases •12 indirect processes •4-6 victim offender groups •Ongoing community programmes with 6 new examples <p>The expertise of the RJ team will be used to support residential staff in ensuring prisoners experience a safe, secure, decent and rehabilitative custodial environment through the application of restorative principles and approaches.</p> <ul style="list-style-type: none"> •Contribution to violence reduction strategy and practice •Careful introduction of restorative processes for victims within the establishment as well as those involving victims outside <p>Initially this will be tested with a small number of prisoners living in a defined residential area. This learning can then be applied to a larger group of prisoners and inform Hewell's progress towards becoming a restorative prison.</p> <ul style="list-style-type: none"> •Helping deliver the decency (Every Contact Matters) agenda across the prison •Leading to a pilot landing of restorative character
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An independent review of the outcomes of the RJ initiative has recently been conducted by the Commissioner's office and a report will result making recommendations to assist in developing the strategic direction and priorities for the next phase of the project

6(c) The West Midlands DDC will ensure that all prisons holding remand prisoners will have a local bail/BASS strategy in place.

- HMP Hewell will develop a HDC strategy in year 1, which ensures that a;; prisoners eligible for HDC who cannot provide an accommodation address will be offered accommodation through BASS, in accordance with PSI 25/2013 and annex 1 of PSO 6700 (Home Detention Curfew)
- We will monitor BASS referrals and placements trends and will investigate when these are outside the expected range for the HDC releases.

6(d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.

- Linked to 2g
- Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners, based on the following
- ONE3ONE delivery of their growth strategy, in partnership with prisons
- Local work secured by individual prisons

6(e) Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.

- We will monitor the current capability against benchmarked resources, with the overall aim of increasing utilisation, making a business case for investment if necessary in Year 1 we look to increase the usage by 3% by 30.3.2015

Table 4a: Rehabilitation Services – Core Offer

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 Core Offer Outputs	Name of Service Service Description	Commissioning Arrangements (NOMS Locally, Regionally or Co-Commissioned)
Staff support and encourage prisoners to participate fully in rehabilitation services	<ul style="list-style-type: none"> • We have produced Strategic Priorities including a shared understanding of outcomes and priorities to create a truly rehabilitative culture enabling prisoners to effectively engage with the regime and associated rehabilitative services. All departments now have identified business and performance objectives that work toward achieving these priorities. • Rehabilitative need is identified and discussed with prisoners at induction. Information on this is shared with all who work with the prisoner so that they can be encouraged and supported to engage with appropriate services. • Risk management – all staff will make effective use of information sharing and monitoring mechanisms as part of their core tasks that contribute to a safe and secure, decent rehabilitative environment. This will also include ensuring that all information on the range of available rehabilitative services is maintained and up to date • At HMP Hewell we operate an IEP system that ensures all staff and prisoners have the ability to influence attainment levels through engagement with rehabilitative activity. • To embed the concept of “Every Contact Matters” we will roll out a series two day training courses and staff briefings to all staff. • We will introduce the Every Contact Matters agenda into our contract management and staff performance reviews. All contract review meetings and staff/manager bilaterals will include discussions surrounding staff/staff and staff/prisoner relationships in addition to reviewing management information which can inform the strength of rehabilitative culture; for example - applications, correspondence, complaints, risk assessments etc... 	

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	<ul style="list-style-type: none"> • We will work with our regional HRBP and OD lead to continue to embed coaching principles into every day staff interactions. 	
Prisoners are made aware of their responsibilities in engaging with and accessing services	<ul style="list-style-type: none"> • We have a joint Statement of Purpose with all our delivery partners which embodies our rehabilitative ethos promoting responsible citizenship amongst prisoners. This is widely publicised within the establishment and all prisoners 'sign up' to it on reception; it is then measured through mechanisms described below as well as being monitored through the IEP scheme. All staff (including permanent staff, those on fixed term contracts and partner providers) will be made aware of this. • We will measure the impact we are having by monitoring sentence planning objectives including progress against sentence plan and completions, and take up of rehabilitative activities including numbers and types of qualifications and skills achieved, • Through our Every Contact Matters agenda we will aim to ensure prisoners receive consistent messages. We have given all staff a pocket sized card reminding them of our vision and rehabilitation priorities including some key staff behaviours that are likely to generate positive change in prisoners such as listening to what the key priority issues are, giving practical assistance in problem solving rather than solving the problem for them, encouraging prisoners that they can change and promoting a sense of personal responsibility. We further believe that creating the coaching environment (as discussed above) within the prison will ensure that responsible citizenship is firmly embedded into our rehabilitative ethos. 	
Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement	<ul style="list-style-type: none"> • HMP Hewell's Statement of Purpose reflects our commitment to building a rehabilitative culture and is publicised in key places across the establishment to act as a reminder for all staff and prisoners of what is expected. All our internal correspondence including staff and prisoner notices carries this Statement which helps to ensure that it becomes embedded into fabric of the prison. • We will take active measures to promote and improve understanding of the importance of demonstrating pro-social behaviours and attitudes at all levels, and use existing internal communication and line management arrangements to help embed effective practice and encourage a culture of continuous improvement 	

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	<ul style="list-style-type: none"> • We will measure the impact we are having through assessing trends in adjudications, violence management, stability audit and MDT data. Longer term through the findings from external scrutiny such as MQPL and HMIP visits. • We will developed pocket sized cards for all staff that serve as a reminder of their key pro social behaviours such as; taking time to listen, treat prisoners fairly and with respect, avoid labelling, and expressing and encouraging motivation and hope. This will ensure we embed the right staff behaviours as part of our 'Every Contact Matters' agenda. • Prisoner forums exist, which are encouraged to highlight good practice and issues across different units/departments within the prison. In year 1 of the SLA we will engage with "Prisoner voice" to formalise and train the prisoner representation. This will further enable us to identify where we may need to develop further, positive staff interaction with prisoners. 	
Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	<ul style="list-style-type: none"> • Employment and Benefit Advisors – prisoners are given access for assistance re future job prospects or for support onto the DWP work programme and in applying for job seekers allowance. • OLASS provision of basic skills (level 1&2) training which enables prisoners to engage with the regime as well as providers of rehabilitative services. (Routes to higher level education are available). • Toe by Toe – peer mentoring reading scheme operated by the Shannon Trust. • Contact details for existing community based services are maintained and accessible to all prisoners 	
Prisoners can access services that enable them to manage housing needs created as a result of their custody.	<ul style="list-style-type: none"> • NACRO – housing benefit advice; maintaining tenancy agreements • Provision of Housing advice leaflets • Prisoners have access to the contact details for existing housing services providers. 	
Prisoners can access services that enable them	<ul style="list-style-type: none"> • NACRO – Housing Information and Advice Service - including maintaining tenancy agreements as well as support for securing settled accommodation 	

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to seek settled and suitable housing for release.	<ul style="list-style-type: none"> • Stonham (Via NACRO) – provide services enabling prisoners manage their accommodation needs in preparation for release • Provision of a housing advice leaflet • Prisoners have access to the contact details for existing community based housing services 	
Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	<ul style="list-style-type: none"> • Prisoners are provided with a debt advice pack • Prisoners are provided the contact details for existing community based debt management services • DWP - Assistance to close down and reinstate benefit claims • Halifax account programme - Services that enable the opening and management of bank accounts • Prisoners are enabled to address any outstanding financial debts. • Prisoners are enabled to make contact and arrangements with creditors or dependents where payment schedules are likely to be affected. 	
Prisoners can access available services which enable them to address their family welfare and family support needs.	<ul style="list-style-type: none"> • Domestic Visits • Prisoners are signposted to community based services that support prisoners families 	
Prisoners have equivalence of access to health services in custody as in the community.	<ul style="list-style-type: none"> • On reception, prisoners current health needs assessment is reviewed, prisoners are subsequently signposted and supported in tackling any additionally identified needs • Prisoners are provided the contact details for existing community health related services • Prisoners have access to Primary and Secondary health services, including mental health services, commissioned through Health including: Doctor-GP service, Dentist, Nursing care, 	

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	<p>Optician, Physiotherapy</p> <ul style="list-style-type: none"> Prisoners have access to a residential healthcare facility 	
Prisoners can access treatment, services, advice and support around drug and alcohol needs.	<ul style="list-style-type: none"> Worcestershire PCT on reception, ensure all prisoners have an individual health assessment. Essential immediate clinical needs are met. Stabilisation, detoxification and observation are undertaken as appropriate. Ongoing clinical and psychosocial support is provided based upon the needs of the prisoner. The prison is engaged with Worcestershire PCT, NHS England and the LA in order to ensure that prisoner needs are understood and the commissioning strategy is suitable. Prisoners have access to the contact details for services that can support them with their drug and alcohol needs 	
Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.	<ul style="list-style-type: none"> Prisoners are provided the contact details and enabled to engage with existing appropriate community based services that support victims of domestic violence, rape or abuse 	
Prisoners who have been sex workers can access services that offer them advice and support.	<ul style="list-style-type: none"> Prisoners are provided the contact details and enabled to engage with existing appropriate community based services that support sex workers 	

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>Alcoholics Anonymous Groups – to maintain abstinence from alcohol</p> <p>Narcotics Anonymous Groups – to maintain abstinence from narcotics</p> <p>Smoking Cessation Support Groups – to provide support and develop abstinence from smoking</p> <p>Healthy eating programme – to provide education, advice and support to reduce obesity</p> <p>Recalls: Core rehabilitation services will be available to all fixed term and standard recalls.</p> <p>For those subject to a standard recall, we will also ensure that they have access to appropriate case management to support their ability to make representations to the parole board, irrespective of their OGRS score. We will ensure this group can engage with rehabilitation services as listed in table 4a to enable their earliest and safe re-release.</p>	

Sexual Offenders	<p>All sex offenders: 52 (6%)</p> <p>Of whom 13 are low OSP;</p> <p>11 are medium OSP.</p> <p>And 10 are high OSP</p> <p>7 are very high OSP</p>	<p>This is not an SOTP site so we need to move sex offenders on if they are eligible for an accredited programme. Where OASys has not already been completed, we will prioritise sexual offenders for early OASys completion and subsequent reviews, (as well as violent offenders, and ensuring OASys is completed for those with no PSR first or shortest time left to serve).</p> <p>TSP and FOR are delivered at HMP Hewell</p>	
Violent offenders	<p>All violent offenders: 28%</p> <p>Of whom 3% are low OGRS</p> <p>7% are OGRS 25-50 and Medium or above on OVP (30 and above)</p> <p>12% are OGRS 50+ and high OVP (60 and above)</p> <p>5% are OGRS 50+ but low OVP (below 30 on OVP)</p> <p>50 are OVP > 60</p>	<p>Where OASys has not already been completed, we will prioritise violent offenders for early OASys completion and subsequent reviews (as well as sexual offenders, and ensuring OASys is completed for those with no PSR first or shortest time left to serve).</p> <p>For TSP, we will also include OGRS 25 – 49% violent offenders as we have enough places on TSP to cover their need, though first priority will be given to the 50+ OGRS violent offenders</p> <p>We will take OVP into consideration when targeting activities and services for violent offenders.</p> <p>Where we have violent Offenders with an OVP score above 60% (and long enough left to serve), we will refer them for assessment, with assistance from the regional Psychology team, for SCP and transfer them to an appropriate delivery site when they are suitable. Where they do not have sufficient time left to serve, or where SCP places are not available, they will be prioritised for RESOLVE at an appropriate delivery site.</p> <p>DV offenders: we will refer all offenders with a DV flag on OASys, for assessment using SARA. Where their risk is above 'low' we will assess their suitability for a DV intervention and transfer them to an appropriate delivery site when they are suitable. For those DV offenders that are high risk on the SARA assessment, we will also prioritise offenders from this group for higher intensity risk management including monitoring of visits, effective sharing of intelligence with external partners, and, where necessary monitoring of correspondence.</p>	
Indeterminate Sentenced Prisoners (ISPs)	<p>9% Of whom 7% are convicted of violent offences</p> <p>And 2% are convicted of robbery</p>	<p>The intensity of case management for ISPs will range from medium to high and will vary over the course of their sentence, with highest levels of intensity around key events such as preparing for moves to open conditions. Intensity of case management for ISPs will also vary according to the level of risk the offender presents (including risk of reoffending, violence, sex offending etc).</p>	

		<p>Bi-annual one to one case management sessions will be staged around key events in their sentence will focus on preparing for/consolidating learning from a programme, reviewing progress, addressing any setbacks, and helping the offender plan next steps.</p> <p>Offenders who are approaching earliest release date offenders will be prioritised for access to interventions although consideration on a case by case basis where this means that a determinate prisoner could be released without treatment.</p>	
Low likelihood of any reconviction OGRS 0-24%	<p>19%</p> <p>Of whom 3% are violent and 1% of these are also low on OVP</p> <p>Of whom 3% are convicted of acquisitive offences</p> <p>And 6% are convicted of drugs offences</p> <p>Most of the acquisitive/drugs offenders have less than 1 year to serve.</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> <p>Low intensity case management includes: Offender Supervisor review of sentence plan, Offender Supervisors will make use of their time on wing supervision duty to "catch-up" with some of their caseload. We will put in place an approach based on 'Every Contact Matters' to ensure that all staff who have contact with offenders understand their role in contributing to rehabilitation, and feed back on any relevant contact to the OMU and Offender Supervisors.</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. <p>Offenders within this OGRS band will have access to the core rehabilitative offer as per table 4a. In general, no additional rehabilitation services are offered to offenders in this OGRS band.</p>	
Medium likelihood of any reconviction OGRS 25-49%	18%	<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>Additional Accommodation, Employment, Families and FBD services (as listed</p>	

		<p>in OGRS band 50-74% box) – Offered to offenders within this OGRS band where spaces are not taken by higher OGRS offenders.</p> <p>Offenders in this risk band will be considered for TSP and Resolve but will not secure a place above someone with a higher OGRS score.</p>	
<p>High likelihood of any reconviction OGRS 50- 74%</p>	<p>33%</p> <p>Of whom 5% are violent and 2% of these are also low on OVP</p> <p>Of whom 12% are convicted of acquisitive offences</p> <p>And 2% are convicted of drugs offences</p> <p>Most of the acquisitive/drugs offenders have less than 1 year to serve.</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> <p>Short sentence prisoners and those in the last 12 months of their sentence in this OGRS band who are nearing the end of their sentence, will be prioritised to access rehabilitative services to support their resettlement needs. Contact will be made with public protection agencies, as required, in preparation for release.</p> <p>TSP: Non-acquisitive offenders in this OGRS band are offered assessment for and a place on TSP.</p> <p>Acquisitive offenders: We are working with co-commissioning partners to ensure that acquisitive offenders who need drug treatment are able to access it. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment.</p> <p>Accommodation</p> <ul style="list-style-type: none"> • NACRO – Good tenancy course • Stonham Housing – providing mentoring to support Offenders in finding accommodation <p>Employment</p> <ul style="list-style-type: none"> • OLASS provision of employability skills including CV writing and interview techniques 	

		Families <ul style="list-style-type: none"> • Family days/child centred visits – (all offence types) to develop and maintain family contact and enable consolidation of learning from parenting and relationship skills courses. • Parenting and relationship skills courses • Maintaining family relationships – home work clubs, story book Dads • Family engagement services – specific case-work as part of LA initiatives 	
Very high likelihood of any reconviction OGRS 75-89%	22% Half convicted of robbery and half of acquisitive offences	<p>Highest 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 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>Acquisitive offenders: The prison is engaged with Public Health England in order to ensure that prisoner needs around drug misuse are understood and the right services are available at HMP Hewell. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment.</p> <p>Short sentence prisoners: those that are nearing the end of their sentence, will be prioritised to access rehabilitative services to support their resettlement needs.</p> <p>TSP: Non-acquisitive offenders in this OGRS band are offered assessment for and a place on TSP.</p> <p>Additional Accommodation, Employment and Families services (as listed in OGRS band 50-74% box).</p>	
Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	7 %– all convicted of acquisitive offences, and 9 of them with less than 1 month to serve	<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</p>	

		<p>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> <p>Additional Accommodation, Employment and Families services (as listed in OGRS band 50-74% box).</p>	
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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)	50	45
Focus on Resettlement (FOR)	40	36
Grand Total	90	81

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)
1(a), 1(b), 1(c) Enhance public protection and ensure a safe, decent environment and rehabilitative culture	Hewell would like to introduce the Five Minute Interventionist approach to develop the rehabilitative culture of the prison by providing staff with the skills to make their everyday interactions with prisoners focused on assisting desistance from offending by offering encouragement, coaching, and constructive desistance-focused conversations. This is subject to availability of training. Review progress by 30.3.2015	Yes
1(c)	Efforts are made to ensure offenders experience the environment as safe. <ul style="list-style-type: none"> This is a building block of our strategic plan for delivering safe, decent and secure outcomes(see above) Monitor trends locally and regionally as evidenced by prisoner surveys, MQPL, Safety Audits, HMIP-Safety, Violence metric Review progress by 30.3.2015	Yes
2. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners	Recognising that the range and volume of partners with which we work is expanding, the Governor is establishing a strategic partnership group. This group will review how they work with existing and new partners and providers (including by anticipating any changes as a result of Through the Gate) and create plans which describe how they will deliver: <ul style="list-style-type: none"> A clear strategic vision for how services align maximise outcomes and create an integrated, seamless offender management service (including a shared understanding of outcomes and priorities) A clear agreed plan of how services sequence and compliment each other, providing continuity of services to offenders both within and across prisons (facilitating the needs of all providers and contractual partners to allow them to effectively deliver) Leadership which actively enables and integrates services, where partnership working arrangements improve performance and aid resolution of issues An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others An agreement on how to safely use and share data and information Review progress by 30 th September 2014	Yes

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<p>3. Deliver an efficient, quality service</p>	<p>2(b) Facilitate the ongoing operation of mandating day one entry of prison leavers onto the DWP Work Programme and any future changes through the introduction of Universal Credit</p> <ul style="list-style-type: none"> Continue regional/local forums to monitor progress/improve practice with regional work programme providers <p>Work locally/regionally /nationally with NOMS policy lead to increase the number of DWP staff in prisons, as roll out of both Transforming Rehabilitation and Universal Credit takes place, focussing increasingly on resettlement prison</p> <p>Review progress by 30.3.2015</p> <p>2(c) Work together with NHS England and Public Health England in line with the National Partnership and Co-commissioning Agreement to ensure that the NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody support both health and justice outcomes-</p> <ul style="list-style-type: none"> Analysis of health needs analysis at regional level, identifying gaps/shortfall in provision, taking account of the reconfiguration of the custodial estate including the creation of Resettlement prisons, promoting continuity of care from community to custody, between establishments and through the prison gate in partnership with new providers of probation services Regional Strategic Health Partnership Group to consider how resources can be used more effectively to deliver better health outcomes, for example, contributing to a review of health care inpatient facilities, and including support for sustainable recovery from addiction to drugs and alcohol and improved mental health including dual diagnosis Review and improve management information systems <p>Review progress by 30.3.2015</p> <p>2(d)Work with Local Authorities to ensure that 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> <ul style="list-style-type: none"> DDC/Governors/ to invite Local Authority leaders to regional discussions ,to understand the provision that is currently in place, and how high need offenders can access that provision, engaging support from NOMS co-commissioners, to ensure integrated care and continuity of care between prisons and through the prison gate. 	<p>yes</p> <p>Yes</p> <p>Yes</p>
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	<ul style="list-style-type: none"> • Evidence of how needs are met is captured • Implement mandatory service specification which is to be developed and issued in 2014/15 <p>Review progress by 30.3.2015</p> <p>2(e) Hewell to work with relevant Local Authorities to promote inclusion of ,and maximise benefits to ,offenders families</p> <ul style="list-style-type: none"> • Share learning from the family engagement partnership pilot work to build family resilience at Stafford prison • To establish contact with a LA Co-ordinator to share data / good practice and develop effective interventions <p>Review progress by 30.6.2015</p> <p>2(g) Align services with Offender Learning and Skills Service(OLASS 4)providers in prison</p> <p>DDCs and Lead Governors to manage their learning and skills within their prison clusters by reviewing the following evidence:</p> <ul style="list-style-type: none"> • Evidence of labour market analysis in resettlement areas and learning needs analysis of the local population • Evidence of flexibility of learning delivery and funding allocations • Evidence of robust performance monitoring to ensure delivery meets need. • Evidence of effective employer engagement <p>Evidence of a focus on assessment on entry into custody and addressing functional skills needs, as a priority; a focus on developing skills for employment during the latter stages of a custodial sentence</p> <p>Review progress by 30.3.2015</p> <p>2(h)-see 6 (d) response</p>	<p>Yes</p> <p>yes</p>
3. Deliver an efficient, quality service	<ul style="list-style-type: none"> • By ³0th November each prison will review <u>the type</u> 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 that <u>the factors</u> being targeted for change are related to desistance, reduced re-offending 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 Companion Document (available at www.justice.gov.uk/about/noms/commissioning.) 	yes

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	when completing these reviews and have in place a strategy for developing its use of evidence to inform practice to maximise outcomes.	
5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes	<p>5(a) and 5(b) All prisons will have systems in place to ensure that relevant individual needs (see list in CI 5b) are assessed effectively, and information shared appropriately, at the most helpful point in an offender's sentence to sequence and adapt service to individual need</p> <p>All prisons will have protective characteristic leads, (both staff & prisoners as appropriate), and systems in place to ensure that relevant individual needs are assessed effectively, and information shared appropriately, at the most helpful point in an offender's sentence.</p> <ul style="list-style-type: none"> • All prisons will ensure that staff receive information to support them in recognising barriers to engagement that may arise owing to factors such as age, sexuality, disability, etc • 3 meetings per year chaired by ERDG Lead for West Midlands region will take place to support prison equality work <p>Review progress by 30.3.2015</p>	yes
6. Deliver priority national or specialist services	<p>6(b) Hewell will develop partnerships and a supportive environment, with focus on developing:</p> <ul style="list-style-type: none"> • 4 SORI RJ Programmes • 24 restorative face-to-face meetings / 'conferences' of all types inc pre-sentence • 4 regional complex cases • 12 indirect processes • 4-6 victim offender groups • Ongoing community programmes with 6 new examples <p>The expertise of the RJ team will be used to support residential staff in ensuring prisoners experience a safe, secure, decent and rehabilitative custodial environment through the application of restorative principles and approaches.</p> <ul style="list-style-type: none"> • Contribution to violence reduction strategy and practice • Careful introduction of restorative processes for victims within the establishment as well as those involving victims outside <p>Initially this will be tested with a small number of prisoners living in a defined residential area. This learning can then be applied to a larger group of prisoners and inform Hewell's progress towards becoming a restorative prison.</p> <ul style="list-style-type: none"> • Helping deliver the decency (Every Contact Matters) agenda across the prison 	yes

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	<p>•Leading to a pilot landing of restorative character</p> <p>Review progress by 30.3.2015</p> <p>6(d) Increase the amount of commercial and economically beneficial work in Hewell undertaken by prisoners, for 14/15.Monitoring to include:</p> <ul style="list-style-type: none"> • ONE3ONE delivery of their growth strategy, in partnership with prisons • Local work secured by individual prisons • Evidenced by CU095(a), hours recorded for work in prisons metric/ table 8a-agreed activity allocation places for 14/15-review quarterly in SLA prison performance report. <p>Review progress by 30.3.2015</p> <p>6(e) HMP Hewell will increase the usage of video link by 3% during 14/15. We will</p> <ul style="list-style-type: none"> • Complete and review local action plan 30 Sept 2014 • Continue links with BDG around national increases and good practice 30 Dec 2014 • Continue with establishing links with courts and other users to provide information to increase usage. 30 Dec 20 • Monitor performance to consider further increase for 2015 /16 30 Dec 2014 	<p>yes</p> <p>no</p>
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Table 7a: Mandatory Service specifications applicable under this Local Annex

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

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

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

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

Table 7b: Service specifications applicable under this Local Annex

For the following specifications, indicate which are applicable to the establishment by confirming Yes or No			
37	Specialist Units (HSE)	N/A	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. HSE only	No
Cell & Area Searching	Assurance is sought through a risk assessed programme of covert testing. Non HSE	NO
Early Days & Discharge - First Night in Custody	One-to-one welfare support is provided within courts/custody suites to address immediate needs of the prisoner.	YES
Visits - Conduct Visits	There are facilities for children to participate in supervised play whilst visiting a prisoner	YES
Visits - Services for Visitors	Visitors are able to purchase snacks and hot/cold drinks prior to the visits period.	YES
Visits - Services for Visitors	Visitors are able to purchase a meal and hot/cold drinks prior to the visits period.	YES
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.	YES
Mandatory Drug Testing	Prisoners found guilty of misuse of Class B and/or Class C drugs or who frequently refuse to comply with MDT testing may be subject to a Frequent Testing Programme.	YES
Mandatory Drug Testing	Prisoners may be subject to Reception testing.	YES
Prisoner Employment, Training & Skills	Prisoners have the opportunity to gain industry recognised and accredited qualifications through employment, training and skills according to risk and need.	YES
Prisoner Employment, Training & Skills	Qualifications gained are aligned with market needs and within the Qualifications and Credit Framework	YES
Deliver Accredited Programmes	Competent staff are contributed to the national training provision as agreed by the commissioner. Output wording subject to revision	YES

Table 7d: Agreed delivery hours for specified services			
Service Specification	Output	Agreed hours	Rationale (where hours are agreed above the minimum set within specifications)
Residential Services	Daily time in open air [minimum 30 minutes] (row 21 of the specification)	30 Minutes a day, daily	Some Prisoners may have access to increased time in open air if they work part time and attend exercise.
Physical Education	Minimum number of PE Hours [per week] (row 1 of the specification) (as calculated using the SBC published spreadsheet product)	2.5 hrs	

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 - Enterprise/Contracts Services	Workshop 3	35	2	28.25	£0	£0	£35,000	£0	£0	£0
Industries - Enterprise/Contracts Services	Workshop 10	30	2	28.25	£0	£0	£34,000	£0	£0	£0
Industries - Engineering	Double Glazing 1	20	3	28.25	£250,000	£0	£0	£375,000	£0	£0
Industries - Engineering	Double Glazing 2	20	2	28.25	£250,000	£0	£0	£0	£0	£0
Industries - Laundry	Laundry	30	2	28.25	£250,000	£0	£100,000	£10,000	£0	£6,000
Industries - Land Based Activities	Amenity Areas	12	3	28.25	£0	£0	£0	£0	£0	£0
Industries - LBA Commercial	Commercial Production	36	5	28.25	£0	£0	£320,000	£0	£0	£0
Total		183								

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
Orderly Cleaners	Orderlies	54	28.25
Other Occupations	Stores, Drivers	12	28.25
Safer Custody	Insiders	12	28.25
Kitchen		52	28.25
Wing Cleaning	Inc. servery	206	28.25
FNC Wing Activity	FN Reps	4	28.25
HU1 Wing Activity	Stat letters	1	28.25
Prison Inductions	Induction	20	6.25
Industries – LBA Commercial	Market Gardens, Dairy, Farm	26	28.25
Industries – LBA	Ornamental Gardens	16	28.25
Recycling Activity		23	28.25
Works Department		6	28.25
PE Activities	Health Trainers	4	28.25
Subtotal		436	345.25

Table 8c- other permanent activity places

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

Table 8c: Other Activities			
This should contain activities that are not in scope of either CU095a (Hours Worked in Industry) or CU095b (Hours Worked in Services) metrics.			
Activity Service Code	Activity Description	Maximum number of FTE prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
Basic Key Skills up to level 2	Functional Skills from Entry Level 1 to Full Level 2 (Maths/Writing/Reading/Spelling/ICT)	Total Daily places 120. 9 Sessions per week	224 x 58.5 Hours 7,020 hours
Core Education Classes	Awarding Maths Skills level 1 and 2 Awarding mentoring Awarding English Skills level 1 and 2 ESOL Award in English and Maths Award in Maths Skills level 1 and 2 ITQ level 1 and 2 Functional Skills in English and Maths levels 1 and 2 (VP)	10 places 8 places 18 places 10 places 10 places 8 places 24 places 12	282.5 226 508.5 282.5 282.5 226 678 339 = 2825 total
Education Induction Assessment	Milton Keynes College delivers Education Induction (AM Only)	30 learners per session. 1 hour per session. 5 sessions per week	30 x 5 Hours 150 hours per week
Education leading to accreditation	Certificate in Cleaning and Support Services Skills C&G Diploma in Cleaning and Support Services Skills	Total daily Places: 224 learners. 9 sessions per week	224 x 58.5 Hours

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	<p>C&G</p> <p>Clean & dispose of bodily fluids, spillages and hazardous items Level 1 C&G</p> <p>Award in Radio Production (QCF) Level 1 NCFE</p> <p>Certificate in Radio Production (QCF) Level 2 NCFE</p> <p>NVQ Diploma in Hospitality Services Level 2 C&G (QCF)</p> <p>NVQ Level 1 Certificate in Food Preparation and Cooking</p> <p>Award in Employability Skills NCFE</p> <p>Award in Food Safety in Catering (QCF) Level 2 HABC</p> <p>Certificate in Peer Mentoring</p> <p>OCR Level 2 Certificate in Preparing for a Business Venture (QCF)</p> <p>Open Awards Level 2 Certificate in Retail Knowledge</p> <p>Award in Work-Based Horticulture</p> <p>Certificate in Work-Based Horticulture</p> <p>Certificate in Introduction to Electrical Installation Skills</p> <p>Certificate in Warehousing and Storage (QCF) CG</p> <p>Certificate in Cycle Mechanics CG</p> <p>Introduction to waste and recycling (Wamitab)</p> <p>Certificate in Basic Construction Skills C&G</p> <p>Certificate in Basic Construction (Painting & decorating)C&G</p> <p>Certificate in Creative Techniques in 2D (QCF)</p>		13,104 hours per week
PE Leading to QCA Qualifications	<p>British Safety Council – Level 1 – Health and Safety in the Workplace</p> <p>New NUCO – First Aid at work level 3</p> <p>Entry Level 3 – Active IQ principles of health and fitness</p> <p>Level 2 award in understanding health improvements</p> <p>Level 2 – Emergency first aid at work</p> <p>Level 2 – Fitness instructing</p>	30 places per month	847.5 hours per month (195.5 hours per week as

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	Level 2 – Health improvements award		average)
Skills training leading to Accreditation	NVQ Level 2 in Plastering and Tiling (QCF) NVQ Level 2 in Forming Manufacturing Operations (QCF) NVQ Level 2 in Performing Engineering Operations (QCF)	For FMO and PEO 20 spaces each = 40 For plastering and Tiling = 24 spaces	Approx 1130 Approx 678
ROTL	Release on Temporary Licence	Approximately 50 releases on ROTL per day, 7 days a week, equating to 350 releases per week.	Approx 2100
Prison Induction Courses/Interviews	Prison induction	Approximately 20 per day, run every day	Approx 6.25
Sub total			
Table 8 Total			27, 208.75 Hours

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 24m	0h 48m	0h 13m	1h 08m	0h 30m	7h 06m
Tue	4h 24m	0h 48m	0h 13m	1h 08m	0h 30m	7h 06m
Wed	4h 24m	0h 48m	0h 13m	1h 08m	0h 30m	7h 06m
Thu	4h 24m	0h 48m	0h 13m	1h 08m	0h 30m	7h 06m
Fri	5h 47m	0h 48m	1h 09m	1h 07m	0h 15m	9h 08m
Sat	0h 00m	1h 51m	5h 44m	1h 13m	0h 00m	8h 49m
Sun	0h 00m	1h 51m	5h 44m	1h 13m	0h 00m	8h 49m

5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	4h 40m	0h 48m	0h 25m	1h 08m	0h 27m	7h 30m

7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	3h 20m	1h 06m	1h 56m	1h 09m	0h 19m	7h 53m

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
		16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	
CU006	CAT A Escapes													0	0	0	0	0	0
CU007	Escapes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CU016	Mandatory Drug Testing (MDT)	9.70 %	9.70 %	9.70 %	9.70 %	9.70 %	9.70 %	9.70 %	9.70 %	9.70 %	9.70 %	9.70 %	9.70 %	9.70 %	9.70 %	9.70 %	9.70 %	9.70 %	
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	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	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

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CU057a	Self Harm Audit (A&CA)	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.40
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU067	HMIP Resettlement	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.95
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU075	HMIP Respect	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.79
		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	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.92
		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	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.58
		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	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.84
		3.00	3.00	3.00	3.00	3.00	3.00	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	2.81
		3.00	3.00	3.00	3.00	3.00	3.00	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																		

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		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 %	100.00 %
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 %

OFFICIAL

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
CU021	Offending Behaviour Programme (OBP) Completions													81.00	81.00				6,456.00

Regimes

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU013	Settled Accommodation on Discharge	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	
CU014	Training / Education on Discharge	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	
CU015	Employment on Discharge	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	
CU095a	Hours Worked In Industry																		

General

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CR003	Staff Sickness Absence																		
CU036	Correspondence Response Times	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	94.44 %
CU063	Water Consumption																		

CU094	Energy Efficiency (CO2e)																			
CU081	Prison Cost Analysis (PCA)	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3