



National Offender
Management Service

**Annex to East of England
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 Bure

Local Establishment Annex 2014-15

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This document is the Local Establishment Annex 2014-15 to the East of England 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 Bure
Establishment type	Trainer (Sex Offenders)
Specialist function	
Security Category / Categories:	Category C or lower
Annual Operating Price	10,760,624

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	604
Operational Capacity	624

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

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Table 2b: Population Allocation Specification	
Gender:	Male prisoners only
Age:	Adults (21 and over) and starred up Young Adults (18-21) (subject to agreement with DDC)
Security Category:	Category C or lower
Sentence Status:	Sentenced prisoners
Sentence Length / Type:	No restrictions No restrictions
Offence Type:	Sex Offences only
Nationality:	No restrictions

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

Table 2c: Population Assumptions – Origin of the Population
<i>HMP Bure is a Category C training prison holding male prisoners aged 21 and over. The population is comprised of longer sentenced determinate & indeterminate prisoners. This establishment mostly holds prisoners sentenced at courts in the London and the East of England regions and receives most of its prisoners from local prisons. This establishment is a national resource for sex offenders and vulnerable prisoners and will take allocations of these groups from throughout the entire estate.</i>

Table 2d: Population Assumptions – Estimated Background of the Population							
OCTOBER 2014							
	Cat A	Cat B	Cat C	Cat D	Male YO	Other	Total
Prisoners on remand, convicted unsentenced, or sentenced uncategorised	N/A	N/A	N/A	N/A	N/A	N/A	0
Prisoners sentenced to less than 12 months	N/A	N/A	7	N/A	N/A	N/A	7
Determinate prisoners serving 12 months or more but less than 4 years	N/A	N/A	71	N/A	N/A	N/A	71
Determinate prisoners serving more than 4 years	N/A	N/A	268	1	N/A	N/A	269
Indeterminate prisoners	N/A	N/A	234	2	N/A	N/A	236
Determinate and indeterminate Recallees	N/A	N/A	39	N/A	N/A	N/A	39
Non-criminals	N/A	N/A	2	N/A	N/A	N/A	2
Resettlement	N/A	N/A	N/A	N/A	N/A	N/A	0
Discretionary	N/A	N/A	N/A	N/A	N/A	N/A	0
Total	0	0	621	3	0	0	624
Resettlement	No	Reset %	NA	Reset No.	NA		

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Specialist Function	
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SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions	
CI Title & No.	Response to Commissioning Intention
1. Enhance public protection and ensure a safe, decent environment and rehabilitative culture	<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> <ul style="list-style-type: none"> HMP Bure is committed to delivering a supportive and rehabilitative culture for prisoners and this is driven by the Senior Management Team through delivery of the establishment business plan and prisoner focused objectives. Senior Managers promote the core business of the establishment through visible management, staff performance management and a Fair and Sustainable and Benchmarking compliant establishment staffing structure. Clear and concise communication processes such as Managers Messages, Governors Notepad, staff briefings and an effective meeting structure ensure the business plan and objectives are communicated to staff at all grades. Strengths and weaknesses of the establishment in terms of rehabilitative culture and support for desistance are identified through local prisoner surveys, prisoner forums, MQPL, staff surveys, HMIP Inspection, IMB report, internal and external audit, delivery of service delivery requirements, use of force data, adjudication statistics, violence management, performance hub data and prisoner needs analysis e.g. Health needs & Drug and Alcohol dependence. Embedding <i>Every Contact Matters</i> remains a high priority for the establishment, ensuring face to face prisoner engagement remains rehabilitation and progression focused, with all staff contributing to the successful progression of each prisoner through their sentence plan. Local initiatives will be developed which embed this work into all areas of the establishment and provide a measure of effectiveness through local evaluation e.g. Enhanced personal officer scheme, motivational interviewing training for staff, continued roll out of the new IEP policy and programmes awareness training for all staff. Full implementation of the New Ways of Working Benchmarking report will ensure activity provision meets the needs of the prisoner population, providing both purposeful activity and attainment of skills and qualifications which support progression through an individual's sentence plan and post release.

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- The implementation of the new IEP policy and a wider range of activity opportunities (including SOTP's) for prisoners will further instil a sense of purpose in relation to rehabilitation, for prisoners and staff alike.

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

- HMP Bure recognises that constructive interactions between staff and prisoners is key to maintaining effective relationships and provides a foundation on which rehabilitation and desistance is supported.
- The 2013 HMIP report identified key areas in which prisoner's perception of the establishment were varying, with some trends indication BME prisoners felt they were being treated differently to others. The report also concluded that the majority of prisoners felt the establishment was safe and interactions with staff in the main were constructive.
- The establishment has identified *an establishment approach to offender management* is key to the successful delivery of both risk management and rehabilitation and desistance and this remains the highest priority on the establishment risk register. Staff behaviours and attitudes are key to the successful management of this risk, but this cannot be at the detriment to the impact of imprisonment on individuals and desistance. A range of systems have been identified to manage this risk whilst strengthening staff/prisoner relationships including:
 - Embedding Every Contact Matters
 - A comprehensive training programme for staff e.g. conditioning and Manipulation, Derwent Initiative, Managing indeterminate sentences and risk & Mental Health Awareness.
 - Fair and effective use of IEP
 - Adjudication liaison officers
 - Violence reduction training
 - C-Nomis case-note training
 - Effective and accurate report writing
 - Prisoner Complaints quality assurance
 - Motivational interviewing
- The above systems promote effective prisoner/staff relationships, ensuring the establishment provides a safe, decent and secure environment. Established systems and processes are used to ensure interactions are balanced both to support prisoners and provide evidence of risk reduction, whilst encouraging staff to address anti-social and offence paralleling behaviours.
- The Senior Management Team are committed in 2014-15, post New Ways of Working Implementation, to promote further *Every Contact Matters*. A local delivery plan will be implemented to ensure this approach is embedded with all staff and that further training and awareness is provided to staff in support of this initiative. Measurement of the effectiveness of *Every Contact Matters* will include internal and external audit, staff and prisoner surveys, focus groups, violence management/use of force/adjudication data analysis, IEP and MDT statistics.

1 c: Efforts are made to ensure offenders experience the environment as safe

- HMP Bure is committed to ensuring the establishment provides a safe, decent and secure environment for prisoners and staff alike. This ethos is demonstrated by the senior team through a robust and fair approach to ensuring the processes and systems in place for prisoner and staff, are utilised in a fair and consistent manner. Furthermore, the senior management team recognises the importance of ensuring this environment is maintained to allow prisoners to focus on their rehabilitation.
- Functional Heads are identified as leads for a wide range of systems and processes which are used to effectively manage decency and safety. These areas of responsibilities ensure communication to staff and prisoners is maintained at all times via briefings, written policies and notices, and staff roles and responsibilities (SPDR/Job Description) Senior Managers are responsible for the following areas which support a safe prison environment:
 - Equalities
 - Violence Management
 - Use of force
 - Adjudications
 - Segregation (Own Interest and Good Order)
 - ACCT Management
 - First Night Processes & Induction
 - Security & Operations
- Measurement of this management of these processes is monitored via a wide range of systems including:
 - Performance hub – Serious Assaults, Police Referrals, Adjudications, Basic Reviews & Violence Reduction packs
 - Meeting structure e.g. Safer Custody, Equality Action Team, Senior Management and prisoner forums,
 - MQPL data
 - Use of complaints
 - Adjudications Committee
 - Serious assault data
 - HMIP/IMB reports
 - Litigation and Judicial Reviews
 - Prisoner compensation
 - MDT data
 - Security Intelligence reports
 - Corruption prevention
- Use of authority is key to ensuring a balance is maintained by all staff in ensuring a safe environment and where evidence is identified that this balance is not being maintained, management enquiries and disciplinary investigations are instigated to ensure

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	<p>appropriate remedial action is taken and lessons learnt.</p> <ul style="list-style-type: none"> Staff are supported in the maintenance of a safe environment to ensure a balance is maintained between good order and a supportive, rehabilitative environment through: <ul style="list-style-type: none"> Training Incident desktop exercises Post incident debriefs Management checks Reward and recognition <p>1 d Good quality risk assessments, risk management systems and information-sharing between partner agencies (where relevant) result in the application of appropriate public protection and security measures, and these ensure the needs of victims are appropriately addressed</p> <ul style="list-style-type: none"> HMP Bure will comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that the establishment Local Security and Public Protection Strategies will be kept up to date in line with current policy. <p>1 e Intelligence is gathered, developed and shared in a safe and timely manner.</p> <ul style="list-style-type: none"> HMP Bure will comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that the establishment Local Security and Public Protection Strategies will be kept up to date in line with current policy. <p>1 f The availability of drugs and mobile phones in prisons is tackled.</p> <ul style="list-style-type: none"> HMP Bure will comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that the establishment Local Security and Public Protection Strategies will be kept up to date in line with current policy. <p>1 g Prisoners are prevented from continuing criminality from within prisons.</p> <ul style="list-style-type: none"> HMP Bure will comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that the establishment Local Security and Public Protection Strategies will be kept up to date in line with current policy.
2. Strengthen integration of service delivery	<p>2 a: There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximize outcomes for offenders</p>

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<p>between directly funded, co-commissioned providers and wider partners</p>	<ul style="list-style-type: none"> • HMP Bure Senior Management Team recognise the changing political and commercial environment in which the establishment delivers services to prisoners. Services are evolving to integrate a wide range of providers, including co-commissioned, voluntary sector and through the gate providers. This changing landscape provides challenges in terms of integration, but likewise affords prisoners more opportunity to receive the right service at the right time and in the right order. • Inclusion is imperative, ensuring providers establish themselves within the establishment, contributing to the business objectives and able both to deliver a service to prisoners as well as sign post to others. HMP Bure has during its conception, worked with a wide range of providers and organisations, through the building of the establishment to its opening in November 2009 and this experience will be key in developing further the successful integration of additional providers. • The New Ways of Working benchmark report implementation has afforded the establishment an opportunity to develop new links with providers, especially within the establishment of the industries/workshop areas. This report, in tandem with the establishment segmentation data and individual needs analysis e.g. Health needs, will be used to mould future services for prisoners within the establishment. Furthermore, the introduction of co-commissioned services e.g. Healthcare and Through the Gate, alongside other government departments e.g. DWP Work Programme, will further enhance partnership working. • HMP Bure will develop its strategic vision with these providers, as well as communicating new working arrangements to staff and prisoners alike, through briefings, manager's messages, governor's notepad, notices and contract management meetings. This arrangement will ensure the services for prisoners are developed holistically by the establishment and core Prison Service staff are comprehensively informed as to the services on offer and how these should be accessed by prisoners. • Local processes will provide indicators of success including: <ul style="list-style-type: none"> ▪ Analysis of prisoner complaints ▪ Prisoner forums ▪ Staff engagement surveys and forums ▪ Confirmation with staff of knowledge and understanding of new working practices and providers ▪ Measurement against BDG specifications and budget allocation • Integration of providers within the establishment governance processes is key to ensuring the needs of the provider are considered within the development objectives of the establishment and the every day needs of the provider are met by the establishment e.g. IT, access to prisoners, a safe decent and secure operating environment. Furthermore, inclusion in the establishment assurance and audit processes will be key in ensuring the work is delivered at the required standard and against the Service Level Agreement expectations. • Access to services for prisoners is key to ensuring service providers are able to fulfill their contractual obligations and provide a seamless service to prisoners within the context of a busy operational establishment. The daily Resettlement drop in, integrated Offender Management & Resettlement Unit, wing offices and "freeflow" provision within the establishment ensure barriers to prisoners accessing service providers is minimised.
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- The integrated Offender Management & Resettlement Unit allows key workers to communicate effectively, ensuring interventions are sequenced appropriately for individual prisoners and collaborative working is maximised, ensuring efficiency, reducing duplication and eliminating silo working.
- The Senior Management Team will evolve to include contractual responsibilities within Job Descriptions, ensuring providers are provided with a Single Point of Contact to access operational and strategic planning, ensuring inclusion in business decision making and offering opportunity to influence key decisions. Furthermore, this will ensure local policies and systems are revised to incorporate partnership working arrangements.
- A key piece of work is influencing a cultural change in the way in which HM Prison Service undertakes its business, especially within Resettlement. Good communication, a robust and consistent approach by managers and comprehensive Trade Union engagement will be key in ensuring this change is met and prisoners and staff benefit from the opportunities available.

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.

- The review of the prison estate remains ongoing and as yet it is not clear whether a specialist prison such as HMP Bure will fit within the Resettlement Estate, however HMP Bure is committed to the following service provision to support the DWP Work Programme now, and in the future:
 - Provision of accommodation for DWP staff including access to video conferencing and telephone conferencing facilities
 - Access to IT, telephones, offender records and other service providers through co-location within the Offender Management and Resettlement Unit
 - Appointment booking is arranged through Resettlement Orderlies and the Induction Wing (Res 6)
 - Access to prisoners within the daily prison regime via scheduling.

2 c: In England - work together with NHS England and Public Health England in line with the National Partnership and Co-commissioning Agreement to ensure that NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody support both health and justice outcomes

- HMP Bure has successfully worked with the current Healthcare provider Serco to establish commissioned Health Services for prisoners. Local delivery has been developed to meet the needs of the establishment population based on an Annual Health Needs Assessment and through local negotiation in relation to individual complex cases e.g. Treatment of terminal illness.
- Local arrangements are in place to ensure partnership working is encouraged and the provider and the establishment are both able to contribute to the development of Health Services for prisoners as well as meeting clinical and operational governance

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requirements, these include:

- The Healthcare manager is a member of the daily operational briefing membership
 - A joint Medicines Management Committee to oversee the management of medication dispensing to prisoners
 - SMT representation at the Prison Health Partnership Board
 - The Healthcare department is represented at all Security Meetings to contribute to the establishment objectives surrounding medicine management, mis-use of medication and drug and alcohol abuse
 - The establishment has provided a Healthcare Officer to supervise offenders accessing the healthcare department and appropriate pharmacy dispensary supervision.
 - Increased staffing for daily escorts to the Norfolk and Norwich University Hospital.
- The establishment and Healthcare provider have worked in partnership to implement the IDTS service for offenders as well as establishing provision for older prisoners, which make up a significant percentage of the establishment population. This provision has included co-locating older offenders on Residential Wing 7, with an on wing dispensary, both to reduce queuing at the main dispensary and to prevent elderly offenders being required to walk long distances to collect their medication.
 - The establishment has recently undergone a re-tendering of health and substance misuse services and full cooperation was provided to NOMS Co-commissioners and NHS England/Local Authorities to ensure the needs of the population are met.
 - As evidenced in 1f, the Security Department jointly work with the Healthcare provider to align activity to promote recovery from addiction by reducing the supply of drugs and alcohol in the establishment through sharing of information and intelligence. This is furthermore enhanced by the Healthcare provider carrying out regular medication checks to ensure prisoners are in possession of the required quantity and type of medication recorded on their prescription record.

2 d: In England – Work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves

- As identified in 2c, HMP Bure has a population which has a high number of older prisoners with complex health needs, including in some instances long term social care and support needs. The establishment has previously worked with various local authorities to provide Social Care provision for individuals both prior to and post release. Given the national Sex Offender resource HMP Bure provides, prisoners are often not being released into the care of East of England Local Authorities and therefore arranging Social Care has been problematic. HMP Bure welcomes the future Parliamentary Care Bill and the development of a service specification in 2014-15
- Currently the establishment has developed the following strategy with the Healthcare Provider to ensure Social Care needs of the population are met:
 - Residential 7 older prisoners/care unit implemented October 2013
 - Co-operative working with HMP Norwich to ensure any individual with immediate care needs such as needing assistance

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- with feeding or toileting is transferred to the inpatients unit or elderly prisoner wing
- Qualified Healthcare staff to assess Social Care Needs
- Use of reasonable adjustments to provide in cell support for less mobile prisoners
- Easy access showers provided on Residential Units
- PE programme adapted to meet older prisoners e.g. bowls, walking club.

- An annual needs analysis is undertaken to identify the Health Needs of the population and this is further supported by the evidence provided by the IMB report of 2013. These needs have been used by the Senior Management Team to direct the improvements to Healthcare provision for prisoners with Social Care Needs as identified above.

2 e: In England - Work with Local Authorities (LA's) to promote inclusion of, and maximise benefits to, offenders' families

- HMP Bure Senior Management Team is committed to ensuring prisoners are able to maintain family ties whilst in custody and recognises that a lack of supportive and pro-social family/relationships is a key factor linked to reoffending and desistance.
- The establishment also recognises that the Sex Offender population has further challenges with maintaining family ties, where offences committed by individuals against children, family members and adults, often leads to a breakdown in relationships and family support. This is furthermore impacted upon by strict contract restrictions, particularly in relation to children but also in some instances adults. In addition, HMP Bure is a national resource and at present on 35% of the population are from the East of England region. This results in prisoners families often being unable to visit regularly given the long distances they are required to travel to reach the establishment, often on a limited public transport network.
- The Head of Reducing Reoffending is the Senior Manager responsible for leading this area of work and the Reducing Reoffending Committee monitor compliance to the establishment Resettlement Policy and Action Plan. The HMIP inspection of 2013 evidenced that the Children and Families pathway was reasonably well developed but further cooperation with Local Authorities would be of benefit to the establishment and prisoners alike.
- The recent New Ways of Working benchmarking report highlighted the need for the establishment to recruit and implement a Resettlement Worker role. This will be completed by March 2014 (subject to BDG approval) and will further compliment the steps the establishment has already taken to promote inclusion of, and maximise benefits to, prisoner's families as detailed below:
 - Monthly Children's Visits (subject to an enhanced risk assessment)
 - Visits operates above the Visits Specification Benchmark to take into consideration the distances travelled by prisoners families e.g. up to 2 hour visits.
 - Email a VO
 - VO/Pinphone exchange scheme
 - Bus service for prisoner's families from Norwich train and coach station.
 - Ormiston and Citizens Advice Bureau referrals to the Troubled Families Programme

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- Further development is required to improve liaison between the establishment and the Local Authority to explore greater benefits for prisoners and the Troubled Families Programme and this will be undertaken 2014-15 upon employment of the Resettlement worker.

2 f: In England - Continue to improve access to a pathway of new and existing services for offenders with severe personality disorders. Services are primarily targeted at men who present a high risk of serious harm to others and women who present a high risk of committing further violent, sexual or serious criminal damage offences. Services are co-commissioned with NHS England Specialised Commissioning to support health and justice outcomes.

- Not generally applicable at HMP Bure. However, should an offender be identified as presenting a serious further risk, due to a personality disorder, he would be referred to an appropriate establishment to undertake any necessary intervention.

2 g: In England - Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to make prisons places of work and strengthen the focus on employability. Enhance access to mainstream learning and employment services for offenders on return to the community.

- The New Ways of Working Benchmarking report of 2013 included a review of the labour market analysis for prisoner's resident at HMP Bure. This, coupled with a regional review of OLASS funding allocation has driven the Learning and Skills provision at HMP Bure. Work has commenced to implement the Benchmarking report activity places, including the provision of 3 new workshops and increasing employment opportunities in other areas of the establishment.
- HMP Bure by the nature of its purpose, location and facilities is unable to provide full employment for all prisoners and therefore the OLASS provision is a large percentage of offender activity places. Negotiations with the cluster Head of Learning & Skills, DDC and Lead Governor has been undertaken to ensure the provision meets the needs of prisoners and is affordable against the requirements of other establishments within the region.
- Learning delivery has been kept under review on an annual basis through completion of the establishment Self Assessment Report, monitoring via the Quality Improvement Group (QIG) meeting and in partnership with the Education Provider A4e. The curriculum has been reviewed in line with the New Ways of Working Benchmarking report and alterations to the physical layout of the Learning Resource Centre have been funded to increase classroom capacity and provide greater flexibility to use a range of student and tutor led learning.
- HMIP, MQPL, Lesson Observations and an annual review of learning outcomes for prisoners has provided evidence to the establishment and OLASS provider to support current learning opportunities and methodology as well as providing areas for improvement and planned changes will be monitored via the QIG.
- The Careers Advice Service provide assessment of prisoners upon arrival at HMP Bure (unless previously completed) highlighting

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	<p>Functional Skill needs of individuals. These needs are identified on an Individual Learning Plan and prioritised for delivery by the Activities Allocation Panel, ensuring the needs of individuals are met and learning outcomes maximised for the establishment population against identified resources.</p> <ul style="list-style-type: none"> • Learning opportunities are identified on a prisoners schedule which is generated using Celcat, a university timetabling system used at HMP Bure to generate an individually tailored activity allocation for prisoners, addressing need against the available activity places. <p>2 h: In England - Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.</p> <ul style="list-style-type: none"> • The Sex Offender population at HMP Bure provides unique challenges in relation to employment access, given the national catchment area and the complex and restrictive license conditions many prisoners are subject to upon release. Furthermore, sexual offending precludes many offenders from being released on Temporary Release to attend employment prior to release. • The New Ways of Working Benchmarking report has identified additional activity places within the establishment through the provision of 3 additional workshops. The Reducing Reoffending committee has proactively engaged with local businesses to provide work for these workshops and the following proposals are being developed in partnership with a variety of organisations and One-3-One: <ul style="list-style-type: none"> ▪ Workshop 1 – Production of property boxes and waste bins for HMPS ▪ Workshop 2 – Main stores, recycling, & clothing repair ▪ Workshop 3 – Light industrial work – Packing & Sorting • The opportunities identified above will provide employment opportunities for prisoners as well as offering active partnership working with external organisations. These links will be developed in 2014-15 by the Head of Reducing Reoffending. <p>2 i: Continue to work with the Welsh Government and its devolved agencies to ensure alignment between offender services directly commissioned by NOMS and the Welsh Government’s devolved responsibilities, to maximise outcomes for offenders, their families and local communities.</p> <ul style="list-style-type: none"> • Not applicable to HMP Bure.
<p>3. Deliver an efficient, quality service</p>	<p>3 a: Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.</p>

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- Choice and delivery of services and interventions at HMP Bure is based upon targeting factors which is evidenced to reduce the likelihood of reoffending and support desistance.
- The Segmentation data for HMP Bure identifies:
 - 82% of the population are sentenced for sexual offences
 - 13% of the population are sentenced for violent offences
 - 81% of the population is serving sentences of 4 years or more, including 42% who are indeterminate.
- Sex offenders generally have low rates of reconviction and HMP Bure uses the Risk Matrix 2000 instrument in addition to the Offender Group Reconviction Scales (OGRS) to identify decisions about treatment and case management for individual prisoners to ensure services are targeted to deliver the best outcomes for investment.
- The establishment has developed a local prioritisation strategy which is used to ensure the resources which are available are targeted to prisoners to meet needs and manage risks accordingly.
- The establishment has undertaken an annual needs analysis which identifies the needs of the population against the 7 Resettlement pathways as well as the nine factors as identified in the NOMS Evidence and Segmentation publication. This data is used to inform the establishment Reducing Reoffending Strategy and identify types and quantities of interventions the establishment population requires. The interventions and services are identified in Table 4a and 4b of this document and provides interventions for the following factors linked to reoffending/desistance:
 - Drug Misuse
 - Alcohol Misuse
 - Impulsivity/low self control
 - Attitudes that support crime
 - Social networks
 - Pro-social family relationships
 - Employment
 - Recreation/leisure
 - Accommodation
- On arrival at HMP Bure, prisoners are assessed by a range of providers to ensure access is provided to the appropriate range and level of resources. The assessments form the basis of the individuals sentence plan and are used by providers to ensure services are targeted to the correct prisoners and include:
 - Education Needs
 - Programmes suitability and readiness
 - Accommodation
 - Employment/Training
 - Health

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- The establishment regime and physical layout allow individual prisoners to access a wide range of services, allowing individuals to proactively engage with service providers ensuring needs are met and access to services is unrestricted.

3 b: Have robust quality assurance processes in place to ensure offender services are (i) delivered as they are intended (i.e. with integrity and as planned and designed) and (ii) that they are effective.

- HMP Bure has robust quality assurance processes in place to ensure services are effective and delivered to the required standards. Quality is monitored by Functional Heads as well as by the Senior Management Team on a monthly basis both through local audit and assurance processes and against external reviews and inspections.
- Local policies and procedures are reviewed on an annual basis to ensure the establishment remains compliant to national publications e.g. Prison Service Orders, and monitored via the Senior Management Team Monthly meeting. Stakeholder engagement remains active at all times to ensure the governance requirements of co-commissioned services are met and the establishment supports external audit of partner organisations e.g. Health.
- Information sharing is actively encouraged by all functions within the establishment to ensure services are supported and understood by all staff and prisoners to maximise integrity and ensure they are effectively delivered to prisoners. Partnership working of this type has provided opportunities for all providers to contribute to the wider aims of the establishment through staff awareness and training e.g. Programmes awareness, mental health awareness.
- Internal audit and assurance arrangements are in place to ensure the minimum requirements of Prison Service Standards are met by all functions. A 3 year programme is signed off by the Governor to ensure all areas are audited on a risk basis, with capacity for individually targeted audits to be completed in-year where problems with quality have been identified. Internal Audit includes Accounting and Supervision, Communication and Surveillance, & Public Protection, all of which are reviewed upon completion by the Senior Management Team. Functional Heads are accountable for resulting action plans and remedial action completion.
- External quality assurance is completed on a regular basis and includes HMPS Governance and Audit, HMCIP, IOCCO, Food Standards Agency, Programmes and IMB annual report. Reports generated from external reviews are used to understand and improve the quality of services through establishment action plans, policy amendments and procedural changes as well as assisting the business planning objectives of the establishment.
- Co-commissioned services are monitored through Service Level Agreements and a robust governance structure. The establishment is represented on the Prison Health Partnership Board, MAPPA Senior Management Board and Local Authority Joint Commissioning Group to ensure information is actively shared and quality checked both at a local and strategic level.
- The establishment recognises staff absence and training needs underpin the successful delivery of services to offenders. The Workforce Planning Committee monitors recruitment and absence management to ensure staffing levels are managed to reflect staffing requirements. The Training Committee ensure the training needs of the establishment are met through monitoring of the

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	training planning tool and allocation of individual staff to the appropriate local and national training courses.
4. Ensure delivery is matched to population, purpose and NOMS outcomes	<p>4 a: Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they will deliver the greatest outcomes for investment</p> <ul style="list-style-type: none"> • The Segmentation data for HMP Bure identifies: <ul style="list-style-type: none"> ▪ 82% of the population are sentenced for sexual offences ▪ 13% of the population are sentenced for violent offences ▪ 81% of the population is serving sentences of 4 years or more, including 42% who are indeterminate. • Tiering data for the establishment identifies that 90% of prisoners are Tier 4 given the high/very high Risk of Serious Harm should individuals reoffend. • Case Management activity is provided to all prisoners at a level that is proportionate to assessment data from OASys-R, RM2000, SARN and other local assessments. This is necessary given the Sex Offender population and corresponding OGRS data evidences a low risk of reoffending, against a high risk of serious harm should an offence occur. Prison based Offender Supervisors and community based Offender Managers are responsible for writing OASys assessments prior to liaising with the Programmes Department to discuss suitability for Sex Offender Treatment Programmes and Thinking Skills Programmes. • The establishment has devised a local prioritisation strategy which is used to ensure prisoners are afforded the appropriate access to programmes, given completion of Cognitive Behavioural Programmes is subject to the availability of courses within the establishment. This strategy incorporates a population data tool which is used by the Programmes department to assess need against the wider establishment population. • Case Management activity at the establishment is varied to ensure individual prisoners are provided with the appropriate interventions both to manage risk upon release and to allow those prisoners subject to Parole or assessment for open conditions to evidence risk reduction. • As the segmentation data above indicates, the majority of prisoners will require high intensity case management at some stage of their imprisonment and it is the responsibility of the Offender Supervisor to ensure the appropriate level is provided to each individual prisoner as they progress through their sentence. This work is overseen by the Offender Management Unit Management Team in close co-operation with the Programmes Department and appropriate Probation Trust. • Prisoners are able to access their Offender Supervisor and other key workers at any time by using the daily Resettlement Drop In. This is particularly beneficial for individuals where a significant event changes risk and/or need and the level of case management can be adjusted as required.

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	<ul style="list-style-type: none"> • Prisoners receiving low intensity case management will receive: <ul style="list-style-type: none"> ▪ Assessment through induction e.g. Careers Advice, Learning Needs, Accommodation ▪ Initial Offender Supervisor contact and Sentence Planning Activities ▪ Resettlement Drop In ▪ Regular Personal Officer contact ▪ Signposting and referral to services under the Core Offer • Prisoners receiving medium intensity case management will receive in addition to above: <ul style="list-style-type: none"> ▪ Regular Offender Supervisor contact focusing on: <ul style="list-style-type: none"> ▪ Recognising achievement, ▪ Monitoring progress against sentence plan objectives ▪ Motivating the individual to maintain change ▪ Reviewing custodial behaviour ▪ Pre course preparation for SOTP & post course reflection and application of learning ▪ Personal Officer support reinforcing the Offender Supervisor interaction • Prisoners receiving highest intensity case management will receive in addition to above: <ul style="list-style-type: none"> ▪ Monthly Offender Supervisor and personal officer contact, providing: <ul style="list-style-type: none"> ▪ Proactive support in accessing services e.g. Programmes ▪ Support during programmes ▪ Support to prepare for Parole Board hearings ▪ Post Parole Board support • Risk management activities will be delivered through an establishment approach to offender management. This approach (as identified on the establishment risk register) ensures all functions are co-operating together to ensure risk information is actively shared e.g. SIR information, wing behaviour & progress through SOTP, ensuring assessments and sentence planning decisions are based on reliable and comprehensive information • The Inter-departmental Risk Management Meeting (IRMT) assess risk, including monitoring of communications and release planning, to ensure the highest risk individuals are actively managed through a multi-disciplinary process. • All department and staff are encouraged to use information sharing processes to ensure the custodial behavior of all prisoners is effectively recorded to inform all aspects of sentence planning and risk assessments. Use of Security Intelligence Reports and Prison-Nomis is actively encouraged by all Managers and monitored via departmental meetings and quality assurance processes.
	<p>5a: individual need and characteristics are identified, assessed for significance and monitored</p> <p>5b: information on individual need and characteristics is used to sequence and adapt service to individual need</p>

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<p>5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes</p>	<ul style="list-style-type: none"> • The establishment has clear and effective processes for the identification, assessment and ongoing of relevant individual needs and characteristics. • Individual differences and needs are identified and monitored through a range of processes including: <ul style="list-style-type: none"> ▪ Reception screening e.g. mental & physical health, disability ▪ First night interviews e.g. reasonable adjustments, reading and writing, language. ▪ Induction ▪ Education screening including Learning Disabilities ▪ Personal Officer Scheme ▪ Peer mentoring schemes e.g. Toe by Toe ▪ Scheduling ▪ Annual Health Needs Analysis ▪ Annual Reducing Reoffending Needs Analysis ▪ Resettlement Drop In ▪ Offender Supervisor contacts ▪ SMART Data • Systems to monitor and address those areas where individuals may be disadvantaged include: <ul style="list-style-type: none"> ▪ Equalities Action Team bi monthly meeting ▪ SMART data ▪ Equality Impact Assessments ▪ Equality Impact Screening ▪ Violence Reduction Committee ▪ Violence Reduction processes ▪ Complaints ▪ Independent Monitoring Board (local liaison and annual report) ▪ HMIP ▪ MQPL ▪ SQL ▪ DIRF ▪ Equalities Prisoner Representatives ▪ Links with Norfolk Constabulary for DIRF quality assurance ▪ Prison Ombudsman ▪ Transgender local policy and compact ▪ Reasonable adjustments committee ▪ Canteen representatives ▪ National IEP policy and facilities list
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| | <ul style="list-style-type: none">• Outcomes for offenders are improved using the robust needs analysis tools as identified above, coupled with the systems used to monitor outcomes for individuals. Sequencing of interventions is based upon the needs identified, maximising the benefits to the offender, using OASys-R to sequence interventions and monitor delivery of the sentence plan on an annual basis. Data from the monitoring processes is reviewed regularly by the Senior Management Team, at functional meetings and at prisoner forums. This monitoring ensures that where needs for both groups and individuals are identified as being unmet, action is taken by the establishment to address the concerns. Improvement actions are monitored via the establishment overarching action plan to ensure completion within identified timescales. In addition, evidence that an individuals needs are not being met due to failure to recognise a protective characteristic or other characteristic e.g. learning needs, this will be addressed on an individual basis through adjustments made to the offender schedule and/or sentence plan.• Staff are provided with annual training e.g. Diversity, Mental Health, to ensure prisoners are treated fairly and encouraged to access the appropriate services pre and post release. Strong links between Prison Service and co-commissioned organisations e.g. Healthcare, ensure information is passed effectively between departments. In addition, the following systems and processes support information sharing and support the transition of services from the custodial environment to the community:<ul style="list-style-type: none">▪ An inclusive establishment meeting structure▪ Appropriate access to IT (HMPS, System 1 and Internet)▪ Security Intelligence reports and sharing/dissemination▪ Service Level Agreements▪ Information Sharing Agreements▪ Community links e.g. Norfolk and Norwich University Hospital, Children's Services▪ Resettlement Drop In▪ Co-location of Resettlement and Offender Management practitioners• The establishment uses a university based scheduling tool to sequence prisoner's access to services and interventions. This tool coordinates all prisoner activity ensuring interventions are sequenced correctly whilst responding to a prisoners progress through their sentence plan. The Activity Allocation Panel meet on a weekly basis to discuss individual's prisoners in cooperation with all departments to support a needs based approach to sequencing, taking into account learning needs, health needs, access to programmes and any other reasonable adjustment which is identified at any time. |
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<p>6. Deliver priority national or specialist services</p>	<p>6 a: Engage with existing local structures and ensure that training and awareness is embedded among key staff groups, in order to deliver on the identification, assessment and management of extremist offenders. Ensure referral, where appropriate, to interventions (including Channel), structured assessment (including Extremism Risk Guidance (ERG22+)) and structured interventions including Healthy Identity Intervention (HII)) and, within prisons, faith-based programmes (including Tarbiyah & Ibaana) according to offender risk and need.</p> <ul style="list-style-type: none"> • In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Bure will ensure delivery in the key thematic areas of Intelligence Gathering & Management; Offender Management and Public Protection; and Interventions & Resettlement. • HMP Bure will ensure that any recommendations related to the identification, assessment and management of extremist offenders which are identified in year are implemented within reasonable timescale <p>6 b: Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable delivery where in-house capacity does not exist</p> <ul style="list-style-type: none"> • Given the serious risks attached to sex offenders, it is highly unlikely that we would receive a request for a victim/offender conference. However, should the need arise we would facilitate any appropriate request. <p>6 c: Ensure the efficient use of prison places through development and implementation of local bail strategies and use of HDC for appropriate offenders, including making full use of Bail Accommodation and Support Service.</p> <ul style="list-style-type: none"> • HMP Bure has a very low number of prisoners who are eligible for HDC, however: • We will continue an HDC strategy which ensures that all prisoners eligible for HDC who cannot provide an accommodation address must be offered accommodation through BASS - in accordance with PSI 25/2013 and Annex I of PSO 6700 (Home Detention Curfew). • BASS support-only will be considered for those with their own accommodation who could be released with additional support. We will also ensure that BASS is considered as an option when non-BASS HDC placements fail. • The HDC strategy will stress the importance of liaison with the license supervisor (offender manager) and ensure that releases to BASS are credited as 'suitable and settled' for the purpose of delivery levels • HDC referrals to BASS will be delivered from within existing resources. • We will monitor BASS Referral and Placement trends and will investigate when these are outside the expected range for the
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institution HDC releases.

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

- HMP Bure is committed to increasing the amount of commercial and economically beneficial work for prisoners to undertake within the Core Day.
- Implementation of the New Ways of Working Benchmarking report will introduce three additional workshops as indicated in table 8A and described below
- Workshop 1 is a sheet metal and engineering workshop making metal bins and property boxes for NOMS. The workshop will deliver a Level 1 City and Guilds TIG welding qualification to prisoners. The workshop installation is currently being coordinated by 1-3-1 and prisoner work places will increase during this SLA period from 8 in April 2014 to 30 by November 2014. The annual capacity forecast for this workshop is indicated in Table 8a.
- Workshop 2 is a recycling/general workshop, repairing & recycling prison clothing & boots, building habitat boxes for NOMS, recycling electrical items, maintaining fire retardancy of cell curtains, undertaking trolley/tool repairs and completing a mower and strimmer maintenance programme. In addition, workshop 2 will be undertaking finishing work on property boxes and metal bins upon the commencement of workshop 1 production. Prisoner work places will increase during this SLA period from 15 in April 2014 to 15 by July 2014. The annual capacity forecast for this workshop is indicated in Table 8a.
- Workshop 3 is under development and work is being sought from the community to maximise the available prisoner work places. Packing and labelling work as well as the construction of bird boxes and feeders is currently being planned as well as further work in light assembly enterprises. 8 Prisoner workplaces will commence in May 2014, increasing to 15 workplaces by the end of July 2014. The annual capacity forecast for this workshop is indicated in Table 8a.
- Land based activities for prisoners have been increased through the introduction of additional poly tunnels and growing areas in 2013-14. In this SLA period, further poly tunnels will be installed, increasing the prisoner workplaces from 24 in April 2014 to 30 by August 2014. Work undertaken in these areas include see and crop growing, crop propagation, hard landscaping, open ground crop bedding and the delivery of NPTC Level 1 City and Guilds Qualifications.

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

- HMP Bure has installed 3 Video Conferencing suites which facilitate VCT for a range of activities for offenders including:
 - Court appearances
 - Sentence Planning
 - Programmes reviews
 - Adjudications
- Booking arrangements are published on the JVS directory.
- The establishment will develop the use of VCT for legal visits in 2014/15.

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| | <ul style="list-style-type: none">• In addition, the establishment is committed to using VCT in support of staff and management activities to reduce the travel of staff using public transport, hire cars and the establishment pool car. |
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Table 4a: Rehabilitation Services

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

Rehabilitation Services in Custody	Name of Service Service Description	Commissioning Arrangements (NOMS Locally, Regionally or Co-Commissioned)
Staff support and encourage prisoners to participate fully in rehabilitation services	<ul style="list-style-type: none"> HMP Bure has a clear strategic vision to deliver high quality services to prisoners, developing a rehabilitative environment and culture to promote desistance and encourage individuals to work towards addressing their offending behaviour and meet sentence plan objectives. All departments have clear objectives to achieve the establishment vision, and are working to deliver service delivery requirements and performance objectives. Risk management is key to the successful delivery of the core business objectives of the establishment and this is driven by all departments to maintain an appropriate balance between protecting the public and ensuring prisoners are afforded every opportunity to progress through the custodial element of their sentence. Staff are actively encouraged to use effectively the information sharing systems available including: <ul style="list-style-type: none"> Prison-Nomis Security Intelligence Reports ACCT documents Observation books Risk assessment reports e.g. Parole Personal Officer OASys-R Violence Reduction systems Discrimination Incident Report Forms Maintaining a Safe, Decent and Secure environment is key to this success and staff are actively encouraged by managers and the Senior Management Team to promote this ethos at all times, challenging prisoners when required, whilst maintaining a “doing what is right” culture. This is supported by adherence to the integrated IEP scheme which ensures offenders have the ability to influence their IEP status by engaging with rehabilitation services and the wider regime. Staff are encouraged to have a good knowledge of available rehabilitative services, interventions and activities and share this with prisoners through every day contact and the Personal Officer scheme. This is supported by a comprehensive induction programme for all staff and other information initiatives including Programmes Awareness, Information Fairs, Notices to Staff and Full Staff Briefings. The introduction of <i>Every Contact Matters</i> will further enhance staff/prisoner interaction and the establishment will be rolling out a series of initiatives in 2014-15 to establish this further. The Communications strategy has been reviewed and new strategies including Managers Messages and Governors Notepad will provide further opportunity to reinforce expectations with all staff. 	

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	Quality assurance processes surrounding key staff/prisoner communication is being improved to ensure interactions are of high quality, purposeful and provide prisoners with the appropriate response e.g. Personal Officer interactions, Complaints, Prison-Nomis entries.	
Prisoners are made aware of their responsibilities in engaging with and accessing services	<ul style="list-style-type: none"> Prisoners are encouraged to realise that they can change their lives and are provided with a personal responsibility for doing so from their reception into the establishment and beyond. The establishment layout and regime actively encourages prisoners to engage with a wide range of service providers who are accessible both through a drop in and appointments provision. Staff are encouraged through the SPDR, Job Descriptions and performance review processes to proactively engage with all prisoners and support this culture within the establishment and the <i>Every Contact Matters</i> initiative will further improve this important area of our work. HMP Bure actively encourages all offenders to engage with and access the services available within the establishment through: <ul style="list-style-type: none"> Signposting all services via the Induction process Provision of leaflets & Noticeboards Publication of Notices to Offenders Publication of an offender led newsletter "wingspan" Prisoner mentors for Resettlement, Offending Behaviour Programmes, Equalities, Violence Reduction, Catering, PE Department and Chaplaincy Resettlement Drop In Awareness days e.g. Prisoner Health Prisoner representatives on a wide range of meetings including Equalities, IEP & Canteen Sentence planning activities are undertaken through a multi-disciplinary process with Offender Supervisors, Personal Officers and Key Workers engaged to support the prisoner through his sentence plan but to also instil a sense of responsibility on the individual. This process includes giving practical assistance to an individual rather than solving the problem in its entirety. Prisoners who are being managed through crisis using the ACCT document are managed by a multi-disciplinary team who promote the individual to tackle their issues themselves and take responsibility for managing the factors generating crisis for themselves, with the support of staff and peers alike. The Resettlement Drop In provides prisoners to daily access to a wide range of services including Careers Advice Service, Nacro, Scheduling, & Job Centre Plus, as well as providing regular access to Offender Supervisors. This service is monitored via the Reducing Reoffending Committee Meeting and access statistics used to ensure the service is being proactively used by prisoners to 	

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	<p>manage their day to day enquiries and service access.</p> <ul style="list-style-type: none"> The Personal Officer scheme is used to encourage prisoners to adhere to their sentence plan and engage with the relevant services. This is in addition to day to day contact between staff and prisoners in which advice and guidance is offered to prisoners in person or through the applications system. 	
<p>Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement</p>	<ul style="list-style-type: none"> HMP Bure's Statement of Purpose reflects our commitment to building and maintaining a rehabilitative culture, underpinned by constructive staff/prisoner relationships. This statement underpins all interactions with prisoners and is enforced by managers and the Senior Management team alike. Pro-social behaviours are expected from all staff and where it is identified that an individual or individuals are not demonstrating such behaviour, SPDR and Performance Management processes are used to address the concern and training offered where required. Prisoners anti-social attitude, thinking and behaviour are actively addressed by staff at HMP Bure and this is underpinned by staff training and specialised staff roles including: <ul style="list-style-type: none"> OBP awareness OBP Liaison Officers Personal Officer pro social advice and guidance scheme Offender Supervisor training & regular supervision Safer Custody Officer Equalities Officer Violence Reduction Officer representatives Equalities Officer representatives A wide range of interactions take place on a day to day basis and examples of pro-social engagement include: <ul style="list-style-type: none"> Offender Supervisor monthly contacts Personal Officer weekly contacts Chaplaincy activities including bible study and discussion groups Prisoner complaints system Programmes delivery and facilitators challenging behaviours "on group" Development of <i>Our New Way</i> and <i>Every Contact Matters</i> is a key priority for the establishment, to further improve the pro-social interaction and engagement of staff and prisoners. The introduction of New Ways of Working and the new core day has been completed and engagement with the regional HRBP team, Trade Unions and individual staff is now a priority for the establishment both to measure progress to date and to develop this important element of the establishment ethos. Use of 	

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	<p>the new competency framework, staff training, and staff supervision will all need to be focussed upon over the next year to embed the required changes make improvements in this area of our work.</p> <ul style="list-style-type: none"> Staff currently use as range of interpersonal skills to address anti-social behaviour and where required, use the IEP scheme and Adjudication process to address poor behaviour from individuals. Statistics from these interventions are reviewed by the Senior Management Team on a monthly basis and wider progress against Our New Way will be measured also. In addition, wider prison inspections such as MQPL and SQL will provide valuable evidence to measure the establishment progress against. 	
<p>Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.</p>	<ul style="list-style-type: none"> NACRO ELS Worker - Prisoners are seen on induction by the NACRO Employment, Learning and Skills key worker and given assistance and advice on future employment and Education/Training opportunities upon release. NACRO Resettlement Worker – Prisoners are seen on Induction and 6 months, 90 days and 14 days prior to release and provided with advice and signposting against all Resettlement Pathways. National Careers Advice Service – Prisoners are seen on induction and assessments carried out to ascertain Educational ability and attainments prior to allocation to a suitable workplace within the establishment Toe by Toe – Peer mentoring reading scheme OLASS – A4e Provision of Functional Skills and wider curriculum learning opportunities for prisoners from level 1 to level 4. Provision includes preparation for work disclosure, book keeping, ICT courses, Art, Industrial Cleaning and Multi-skills. Land based activities – Prisoners undertaking crop production, horticultural maintenance level 1-2 Waste Management – Prisoners undertaking recycling Personal Officer Scheme – Signposting to all services Resettlement Drop In Service – All providers above available via the Resettlement Drop In Centre. 	<p>Regionally Commissioned</p> <p>Regionally Commissioned</p> <p>Nationally Commissioned</p> <p>Nationally Commissioned</p> <p>Co-Commissioned with National SFA</p> <p>Locally Commissioned</p> <p>Locally Commissioned</p> <p>Locally Commissioned</p> <p>Locally Commissioned</p>

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Prisoners can access services that enable them to manage housing needs created as a result of their custody.	<ul style="list-style-type: none"> • NACRO Resettlement Worker – Prisoners are seen on Induction and 6 months, 90 days and 14 days prior to release and offender Housing signposting advice. • NACRO HIAS Worker – Prisoners are provided with Housing Information and Advice upon Induction & throughout their sentence. • Personal Officer Scheme – Signposting to all NACRO services • Resettlement Drop In Service – NACRO services available via the Resettlement Drop In Centre 	Regionally Commissioned Regionally Commissioned Locally Commissioned Locally Commissioned
Prisoners can access services that enable them to seek settled and suitable housing for release.	<ul style="list-style-type: none"> • NACRO HIAS Worker – Prisoners are provided with Housing Services via Appointment and as part of structured release planning to secure settled accommodation and maintaining tenancy agreements • Personal Officer Scheme – Signposting to NACRO HIAS. • Resettlement Drop In Service – NACRO services available via the Resettlement Drop In Centre 	Regionally Commissioned Locally Commissioned Locally Commissioned
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"> • OLASS – A4e Provision of BTEC qualification including managing your money, income and expenditure, bank accounts and loans and investments modules • DWP – Assistance to close down and reinstate benefit claims • Personal Officer Scheme – Signposting to DWP • Resettlement Drop In Service - DWP services available via the Resettlement Drop In Centre • NACRO ELS Worker – UNLOCK Provision for offenders to open bank accounts with Barclays • Resettlement Drop In Service – All providers above are available via the Resettlement Drop In Centre 	Co-Commissioned with National SFA Locally Co-Commissioned Locally Commissioned Locally Commissioned Locally Commissioned Locally Commissioned
Prisoners can access available services which enable them to address their family	<ul style="list-style-type: none"> • Domestic Visits – Provision of domestic visits for up to 2 hours, Fri PM, Sat AM, Sat PM, Sun AM & Sun PM. • Children's Visits – Provision of a monthly children's visit, providing a range of activities between 	Locally Commissioned Regionally

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welfare and family support needs.	<p>the father and child including soft play, art & games, supervised by Ormiston Trust.</p> <ul style="list-style-type: none"> • Inter-prison Visits and Phone Calls – To assist prisoners to maintain contact when families are not local to the establishment • Foreign National/VO Pin phone exchange scheme – Prisoners are permitted to exchange Visiting Orders for pin phone credit to allow individuals who do not receive visits to maintain contact with their families by telephone. • Resettlement Drop In Service – Ormiston are available via the Resettlement Drop In Centre 	<p>Commissioned</p> <p>Locally Commissioned</p> <p>Locally Commissioned</p> <p>Locally Commissioned</p>
Prisoners have equivalence of access to health services in custody as in the community.	<ul style="list-style-type: none"> • Health Needs Assessment – Upon reception, prisoners health needs are reviewed and individuals signposted and supported on tackling any additional identified needs • Leaflets & Referral Forms – Provided in reception and residential wings for all Healthcare services • Primary and Secondary Health Services – Provided to all prisoners including Mental Health, Dentist, IDTS/Methadone, Optician, Physiotherapy, nursing services and Doctor (GP) • Community Liaison – Liaison with community based Health provider and Norfolk and Norwich University Hospital 	Nationally Co-Commissioned with NHS England
Prisoners can access treatment, services, advice and support around drug and alcohol needs.	<ul style="list-style-type: none"> • RAPt – Provide 1 to 1 support, group sessions, swab testing and access to DIP workers to support offenders with drug and/or alcohol addictions. • Leaflets & Referral Forms – Provided in reception and residential wings for all Drug and Alcohol services 	<p>Regionally Co-Commissioned</p> <p>Locally Commissioned</p>
Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.	<ul style="list-style-type: none"> • Referrals - Prisoners are provided with the contact details and enabled to engage with existing appropriate community based services that support victims of domestic violence, rape or abuse. 	Locally Commissioned

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Prisoners who have been sex workers can access services that offer them advice and support.	<ul style="list-style-type: none"> Referrals - Prisoners are provided with the contact details and enabled to engage with existing appropriate community based services that support sex workers 	Locally Commissioned
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Table 4b: Rehabilitation Services - Additional Services Offer			
Using segmentation and local data sources to target resources where they will deliver the greatest outcomes for investment - this table should reflect the case management activity, risk management activity and rehabilitative services and interventions, delivered within the establishment which are additional to the core offer			
Segment	Total no. of Prisoners within Segment <ul style="list-style-type: none"> Use the segmentation data tool on the NOMS Performance HUB to get the numerical data you need to populate this column 	Strategic approach to meeting the needs of the segment <p>Title and description of rehabilitative services/interventions and case management activities</p> <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		<ul style="list-style-type: none"> Alcoholics Anonymous – to maintain abstinence from alcohol Smoking Cessation – to maintain a smoke free lifestyle Weight loss – to support weight loss through Education, advice and guidance Foreign National Support – Support for foreign national prisoners through establishment forums and liaison with the Immigration Service. 	<p>10 prisoner group, once per week</p> <p>Av of 30 prisoners per month on demand On demand via the PE Dept.</p> <p>Av. of 30 prisoners per annum</p>

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		<ul style="list-style-type: none"> • Veterans in Custody Support – Advice and guidance for ex service personnel • Citizens Advice Bureau – Provision of advice and guidance on a wide range of financial issues including settling loans, IVA's and debt advice • RAPt – Provide 1 to 1 support, group sessions, swab testing and access to DIP workers to support offenders with drug and/or alcohol addictions. 	<p>Av. of 30 prisoners per annum Roll on roll off, on demand</p> <p>Regionally Co-Commissioned</p>
Sexual Offenders	All offenders	<ul style="list-style-type: none"> • HMP Bure has a full Sex Offender population and therefore there is a whole establishment approach to managing the specific nature of this population. • Sex Offenders at HMP Bure are assessed for suitability for accredited offending behaviour programmes based on the risk/need responsivity principle. Those offenders who do not meet the risk criteria are assessed on an individual basis and should a need be indentified, clinical override is sought from the interventions group and this need can override the risk. • Our strategic approach is to ensure that offenders are offered accredited interventions based upon their priority as per the HMP Bure prioritisation strategy. This is based upon the principle of providing treatment to those offenders who are nearest to a potential release into the community. Our overriding aim is to treat those who present either the highest or most imminent risk to the community as a priority. Offenders are assessed and prioritised on an individual basis and great care is taken to ensure all that is possible is done to meet their responsivity needs therefore removing potential any barriers to treatment. • HMP Bure prioritise the completion of post intervention reports to ensure that offenders who are approaching potential release have an assessment that can be used by the appropriate agencies to make an informed decision. • Accredited Offending Behaviour programmes are integral to our core business and as such close inks are maintained between the programmes department and all areas of the establishment e.g. Offender Management Unit, Scheduling, & Education. 	

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		<ul style="list-style-type: none"> • Selection of offenders for programmes is undertaken with a multidisciplinary approach. The programmes team liaise with all relevant areas of the establishment to ensure offenders have the best opportunity to interact successfully with treatment e.g. Mental Health, Education, Scheduling, Security and Residential. • Accredited interventions are primarily delivered to medium/high/very high (RM2000) risk offenders. Some low risk prisoners who meet the need criteria due to specific circumstances are provided with a clinical override to access accredited interventions. Those low risk offenders who do not warrant clinical override and access to those programmes are sign posted to other Resettlement Pathway providers to assist in the reduction of their reoffending. 	
Violent offenders	13% of population 64 prisoners	<ul style="list-style-type: none"> • In addition to the offer to all prisoners, those individuals who have a history of violent offending (index offence or previous conviction) can have their specific needs assessed via a referral from either the Offender Management or Programmes Department to the East of England Psychological Service. • This referral can result in an assessment (e.g. SARA, HCR20) and if required a transfer to an alternative establishment offering the appropriate intervention. • In the last 12 months at HMP Bure we have made 11 referrals for such interventions as this was identified as the appropriate course of action during the SOTP assessment process. Other offenders in the violent group have been identified as having their needs met within the SOTP suite of programmes instead of violence specific interventions. 	

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Indeterminate Sentenced Prisoners (ISPs)	42% of population 213 prisoners	<ul style="list-style-type: none"> Indeterminate Sentenced Prisoners are predominantly case managed by Prison Service Offender Supervisors. In circumstances where a case is deemed complex, this is managed by a seconded Probation Officer to ensure the added value of Probation staff are utilised for prisoners who present more risk. ISP Forums are run every 3 months to provide an opportunity for prisoners serving indeterminate sentences to meet with Offender Management managers to discuss ISP specific case management issues. ISP prisoners are prioritised for Sex Offender Treatment Programmes using the establishment Prioritisation Strategy which ensures access is based against tariff date or nearest Parole Eligibility Date. 	
RM2000 Low	19% of population 118 prisoners	<ul style="list-style-type: none"> Accredited interventions are primarily delivered to medium/high/very high (RM2000) risk offenders. Some low risk offenders, who meet the need criteria due to specific circumstances, are provided with a clinical override to access accredited interventions. Those low risk prisoners who do not warrant clinical override and access to those programmes are sign posted to other Resettlement Pathway providers to assist in the reduction of their reoffending. 	
RM2000 Medium	43.5% of population 268 prisoners	<ul style="list-style-type: none"> Prisoners who fall into this category can be selected for TSP subject to meeting the 'need' criteria based on OASys. Prisoners in this category are referred to assessment for Core SOTP and if assessed as suitable are prioritised for said intervention as per the establishment's prioritisation policy. Following this intervention a SARN report is completed and they may be referred for assessment for further interventions. These can include Extended SOTP and HSP. The vast majority of prisoners at HMP Bure are tier 4 due to the nature of their offence. Prisoners who are identified as tier 4 will have an RM 2000 completed and this will determine risk in terms of reconviction of a sexual offence. As the only reliable tool to determine risk in sex offenders this 	Commissioned C-SOTP 25 HSP 3 E-SOTP 17 Pilot 34

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		<p>assessment will determine the appropriate intervention. This could include the following: TSP, CORE SOTP, Extended SOTP</p> <ul style="list-style-type: none"> HSP can also be offered to prisoners from this category should a need be identified during the assessment following CORE or Extended SOTP. This would again be a case where need overrides risk. 	
RM2000 High	27% of population 168 prisoners	<ul style="list-style-type: none"> Prisoners who fall into this category can be selected for TSP subject to meeting the 'need' criteria based on OASys. Prisoners in this category are referred to assessment for Core SOTP and if assessed as suitable are prioritised for said intervention as per the establishment's prioritisation policy. Following this intervention a SARN report is completed and they may be referred for assessment for further interventions. These can include Extended SOTP and HSP. The vast majority of prisoners at HMP Bure are tier 4 due to the nature of their offence. Any prisoners who are identified as Tier 4 will have an RM 2000 completed and this will determine risk in terms of reconviction of a sexual offence. As the only reliable tool to determine risk in sex offenders this assessment will determine the appropriate intervention. This could include the following: TSP, CORE SOTP, Extended SOTP and HSP 	Commissioned C-SOTP 25 HSP 3 E-SOTP 17 Pilot 34
RM2000 Very High	10.5% of population 75 prisoners	<ul style="list-style-type: none"> Prisoners who fall into this category can be selected for TSP subject to meeting the 'need' criteria based on OASys. Prisoners in this category are referred to assessment for Core SOTP and if assessed as suitable are prioritised for said intervention as per the establishment's prioritisation policy. Following this intervention a SARN report is completed and they may be referred for assessment for further interventions. These can included Extend SOTP and HSP. The vast majority of prisoners at HMP Bure are tier 4 due to the nature of their offence. Any prisoners who are identified as Tier 4 will have an RM 2000 completed and this will determine risk in terms of reconviction of a sexual 	Commissioned C-SOTP 25 HSP 3 E-SOTP 17 Pilot 34

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		offence. As the only reliable tool to determine risk in sex offenders this assessment will determine the appropriate intervention. This could include the following: TSP, CORE SOTP, Extended SOTP and HSP	
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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)	60	54
Total	60	54
Sex Offender Treatment Programme (nationally commissioned)		
Core Sex Offender Treatment Programme (C-SOTP)	27	25
Extended Sex Offender Treatment Programme (E-SOTP)	18	17
Healthy Sexual Functioning (HSF) Programme	3	3
High Intensity Pilot	36	34
Total	84	79
Grand Total	144	133

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Table 6: Development Objective		
CI Title & No.	Objective: Describe a SMART objective including what you want to achieve how you will measure your success and key milestones	Does this contribute to a regional objective (yes/no)
4. Ensure delivery is matched to population, purpose and NOMS outcomes	<ul style="list-style-type: none"> To further develop relationships with HMP Norwich and HMP Littlehey to manage the East of England Sex Offender population in line with the estates reconfiguration initiative. Local protocols will be developed to ensure individual prisoners are transferred based on need, progress towards sentence plan objectives maintained and access provided to the range of Sex Offender Programmes available across the 3 sites. This agreement will also ensure the interventions available in each establishment are published; ensuring prisoners are located in establishments which provides the maximum opportunity to meet health, mental health, drug and alcohol interventions. In addition, the agreement will identify strategies to address the needs of elderly prisoners and the management of individuals in denial of their offences. This work will be undertaken by the Head of Offender Management and a draft protocol agreed by all 3 establishments for regional approval by September 2014. 	NO
2. Strengthen integration of service delivery between directly funded, co-commissioned providers	<ul style="list-style-type: none"> To support the contractual changes within the Healthcare department. A SPOC will be provided by the establishment to the Healthcare provider from 1st April 2014 to provide local advice and guidance to ensure transitional arrangements meet the needs of the establishment and services to prisoners remain unchanged. 	NO

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and wider partners	<ul style="list-style-type: none"> • This work will be undertaken by the Head of Residence and Services and will be initiated on the awarding of the Healthcare contract • The SPOC will provide feedback to the Governor and Senior Management Team at the monthly Senior Management Team meeting, reporting on progress, barriers to successful delivery and identifying any additional support required to ensure a successful transition. • Transition is expected to be complete by June 2014 and this arrangement will be reviewed at that time. 	
2. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners	<ul style="list-style-type: none"> • Carry out a scoping exercise with NHS England and the Healthcare provider regarding the social care needs of the establishments population and considering how a potential re-roll of the Segregation Unit may contribute to this. • A working group will be established to undertake this work and membership will include: <ul style="list-style-type: none"> ▪ Healthcare Provider ▪ Head of Residence and Services ▪ Norfolk Social Care Representative ▪ Head of Safer Custody and Equalities • The working group will be established in April 2014 and a draft report will be completed for consideration by the Governor by September 2014 	NO
1. Enhance public protection and ensure a safe, decent environment and rehabilitative culture	<ul style="list-style-type: none"> • HMP Bure Senior Management Team will develop an overarching strategy to embed Every Contact Matters within the establishment and develop quality assurance processes which monitor and maintain standards of delivery. The strategy will be written and published by May 2015 and will include key deliverable dates throughout 2014-15. • The strategy will be launched at an SMT away day in April 2014, monitored through to completion 	NO

	<ul style="list-style-type: none"> • The strategy will include the following initiatives: <ul style="list-style-type: none"> ▪ Post Benchmarking staff Listen to Improve groups ▪ A review and re-launch of the personal officer scheme ▪ Promoting and managing the effective use of OASys-R ▪ Offending Behaviour Programmes Awareness for all staff ▪ Training staff to improve the recording prisoner related information, information sharing and report writing e.g. P-Nomis, Parole SPRL, MAPPA F. ▪ Mentoring of managers to improve the quality of complaint responses • Success will be measured through: <ul style="list-style-type: none"> ▪ P-Nomis Dashboard metrics ▪ Monitoring the quantity and quality of Complaints ▪ Quality Assurance of reports e.g. Parole SPRL, OASys-R ▪ Staff Listen to Improve groups ▪ Prisoner focus groups ▪ IEP statistics ▪ Adjudications Committee 	
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Table 7a: Mandatory Service specifications applicable under this Local Annex

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

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

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

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

Table 7b: Service specifications applicable under this Local Annex

For the following specifications, indicate which are applicable to the establishment by confirming Yes or No			
37	Specialist Units (HSE)	No	Existing service specification which remains in force
38	Bail Services	No	Go live April/May 2014
39	Deliver Accredited Programmes	Yes	Go live April/May 2014
40	Mother & Baby Unit	No	Existing service specification which remains in force
41	Deliver Victim Offender Conferencing (Restorative Justice)	No	Go live April/May 2014

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

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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)	<p>Summer: Mon-Thu 1 hr per day Fri - 3hrs 15 mins per day Sat/Sun 4hrs per day</p> <p>Winter: Mon-Thu 30 mins per day Fri - 2 hrs per day Sat/Sun 3hrs 30mins per day</p>	Time in the open air is provided in line with the New Ways of Working Core Day. Access is offered to all prisoners for all sessions.
Physical Education	Minimum number of PE Hours [per week] (row 1 of the specification) (as calculated using the SBC published spreadsheet product)	3.65 hours weekly	PE is provided to supplement the activity places available to prisoners as there are insufficient activity places to sustain full employment during the Core Day.

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8. Activity Places (Work and Prison Services)

Table 8a: Agreed Activity Allocation places

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

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

INDUSTRIES (ONE3ONE)										
INDUSTRY SERVICE CODE	WORKSHOP NAME	Maximum number of prisoner places per activity (planned per week total for 2014-15)	TOTAL STAFF NUMBERS	CORE HOURS PER WEEK	Annual Internal Soft Charged Sales Predictions	Annual Internal Hard Charged Sales Predictions	Annual External Sales Predictions	Annual Internal Soft Charged Materials Predictions	Annual Internal Hard Charged Materials Predictions	Annual External Materials Predictions
Industries – Land Based Activities	Gardens	24	3	30	£0	£0	£0	£0	£0	£0
Industries - Engineering	Workshop 1	8	2	30	£0	£55000	£0	£0	£30000	£0
Industries – External Recycling	Workshop 2	15	1	30	£0	£0	£0	£0	£0	£0
Total		47	6	90	£0	£55000	£0	£0	£30000	£0

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Table 8b: Services (not industries)

Table 8b CU095b (Hours Worked in Services) – this should contain services that are measured under this specific metric			
Activity Service Code	Service Description	Maximum number of prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
HU1 Wing Activities	Res 1 -6 7 AM sessions	546 sessions = 60.6 FTE (13 workers x 7 sessions x 6 wings)	24 hrs 55 mins
HU2 Wing Activities	Res 1 -6 7 PM sessions	546 sessions = 60.6 FTE (13 workers x 7 sessions x 6 wings)	22 hrs 45 mins
HU3 Wing Activities	Res 7 7 AM sessions	105 sessions = 11.6 FTE (15 workers x 7 sessions)	24 hrs 55 mins
HU4 Wing Activities	Res 7 7 PM sessions	105 sessions = 11.6 FTE (15 workers x 7 sessions)	22 hrs 45 mins
Kitchen	Mon to Fri AM & Mon to Thurs PM	216 sessions = 24 FTE (24 workers x 9 sessions)	30 hrs 5 mins
Kitchen	Fri PM, Sat AM + PM, Sun AM + PM	90 sessions = 10 FTE (18 workers x 5 sessions)	16 hrs 35 mins
Other occupations	CES – Mon – Fri AM & Mon – Thurs PM	45 sessions = 5 FTE	30 hrs 5 mins
	Chapel orderly – Mon to Sun AM	9 sessions = 1 FTE	24 hrs 55 mins
	Chapel orderly – Fri PM	2 sessions = 0.22 FTE	3 hrs 15 mins

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	Disabled cell cleaner – Mon & Thurs AM	2 sessions = 0.22 FTE	6 hrs 50 mins
	Gym admin orderly – Mon to Sun AM & Mon to Sun PM	18 sessions = 2 FTE	47 hrs 40 mins
	Gym laundry orderly - Mon to Sun AM & PM	14 sessions = 1.5 FTE	47 hrs 40 mins
	Gym orderly – Mon to Sun AM & PM	45 sessions = 4.5 FTE	47 hrs 40 mins
	Healthcare orderly – Mon to Fri AM & PM	20 sessions = 2.22 FTE	33 hrs 20 mins
	Induction support orderly – Mon to Fri AM & PM	9 sessions = 1 FTE	33 hrs 20 mins
	Library orderly – Mon to Fri AM & Mon to Thurs PM	36 sessions = 4 FTE	30 hrs 5 mins
	OBP orderly – Tues AM & PM, Thurs AM & Fri AM	5 sessions = 0.55 FTE	13 hrs 30 mins
	Reception orderly – Mon to Fri AM & PM	20 sessions = 2.22 FTE	33 hrs 20 mins

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	Resettlement orderly – Mon to Fri AM & PM	18 sessions = 2 FTE	33 hrs 20 mins
	Segregation orderly – Mon to Sun AM & PM	18 sessions = 2 FTE	47 hrs 40 mins
	Toe by Toe orderly – Mon to Fri AM, Mon & Tues PM	7 sessions = 0.77 FTE	23 hrs 35 mins
	Education orderly – Mon to Fri AM & Mon to Thurs PM	27 sessions = 3 FTE	30 hrs 5 mins
	Multiskills orderly – Mon to Fri AM & Mon to Thurs PM	18 sessions = 2 FTE	30 hrs 5 mins
	Visits orderly – Sat & Sun AM & PM	4 sessions = 0.44 FTE	13 hrs 20 mins
Sub total		213.00	671.75

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Table 8c- other permanent activity places

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

Table 8c: Other Activities			
This should contain activities that are not in scope of either CU095a (Hours Worked in Industry) or CU095b (Hours Worked in Services) metrics.			
Activity Service Code	Activity Description	Maximum number of FTE prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
Functional Skills up to level 2	Functional Skills classes provided by A4e under OLASS Including ESOL, English & Maths	140	28.25
Core Education Classes	Core Education classes provided by A4e under OLASS including Business Finance, Electrics, Employability Skills, Sage, Art & Design, Plumbing & Personal and Social Development.	1309	28.25

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Education Induction Assessment	Inducting all new receptions, including Functional Skills Screening and Learning Disability Assessment	28	6.00
Education leading to accreditation	As above	-	
PE Leading to QCA Qualifications	PE based courses Entry Level to Level 2 including E-f fit, Basic Health and Fitness.	12	6.00
Skills training leading to Accreditation	-	-	
ROTL	-	-	
Prison Induction Courses/Interviews	-	-	
Other	-	-	
Sub total	-	1489	96.75
Table 8 Total	-	1767.00	885.50

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	5h 18m	1h 39m	2h 29m	0h 39m	0h 29m	10h 38m
Tue	5h 18m	1h 39m	2h 29m	0h 39m	0h 29m	10h 38m
Wed	5h 18m	1h 39m	2h 29m	0h 39m	0h 29m	10h 38m
Thu	5h 18m	1h 39m	2h 29m	0h 39m	0h 29m	10h 38m
Fri	3h 24m	4h 29m	1h 19m	0h 39m	0h 13m	10h 07m
Sat	0h 00m	6h 45m	0h 24m	0h 49m	0h 00m	7h 59m
Sun	0h 00m	6h 45m	0h 24m	0h 49m	0h 00m	7h 59m

5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	4h 55m	2h 13m	2h 15m	0h 39m	0h 26m	10h 32m

7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	3h 31m	3h 31m	1h 44m	0h 42m	0h 18m	9h 48m

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Section 4: SLA Delivery Requirements and Levels at Commencement Date

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

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

Secure and Decent Custody

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU001	Discharge to Court	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	100.00 %	90.00 %	90.00 %	90.00 %	100.00 %	90.00 %	90.00 %	90.00 %	90.00 %	100.00 %
CU003	Absconds	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CU006	CAT A Escapes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CU007	Escapes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CU016	Mandatory Drug Testing (MDT)	4.00 %	4.00 %	4.00 %	4.00 %	4.00 %	4.00 %	4.00 %	4.00 %	4.00 %	4.00 %	4.00 %	4.00 %	4.00 %	4.00 %	4.00 %	4.00 %	4.00 %	4.00 %
CU031	Control & Restraint (C&R) Training	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %
CU060	Tornado Commitment									17.00				17.00			17.00		17.00
CU074	MQPL BME																		

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	Score	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50
CU056a	Security Audit - & Audit Corporate Assurance (A&CA)	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.56
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU057a	Self Harm Audit (A&CA)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.40
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
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	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.79
		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	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.92
		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	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.84
		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																		

Offender Management

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU002	Release on Temporary Licence (ROTL)	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	100.00 %	95.00 %	95.00 %	95.00 %	100.00 %	95.00 %	95.00 %	100.00 %	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 %

OFFICIAL

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 %
CU086A	Return of MAPPAs Forms	F	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 %

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												79	79					942
CU021	Offending Behaviour Programme (OBP) Completions												54.00	54.00					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	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	
CU014	Training / Education on Discharge	17.00 %	17.00 %	17.00 %	17.00 %	17.00 %	17.00 %	17.00 %	17.00 %	17.00 %	17.00 %	17.00 %	17.00 %	17.00 %	17.00 %	17.00 %	17.00 %	17.00 %	
CU015	Employment on Discharge	6.00 %	6.00 %	6.00 %	6.00 %	6.00 %	6.00 %	6.00 %	6.00 %	6.00 %	6.00 %	6.00 %	6.00 %	6.00 %	6.00 %	6.00 %	6.00 %	6.00 %	
CU095a	Hours Worked In Industry																		

OFFICIAL

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 %	94.44 %	95.00 %	95.00 %	95.00 %	94.44 %	95.00 %	95.00 %	95.00 %	94.44 %	94.44 %
CU063	Water Consumption																		
CU094	Energy Efficiency (CO2e)																		
CU081	Prison Cost Analysis (PCA)	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

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