



National Offender
Management Service

**Annex to South East Region
Service Level Agreement
for Prison Services Commissioned
by the National Offender
Management Service from the
Public Sector Provider**

Between

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

Her Majesty's Prison Service

for

Swaleside

Local Establishment Annex 2014-15

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This document is the Local Establishment Annex 2014-15 to the Kent & Sussex 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 Swaleside
Establishment type	Trainer
Specialist function	
Security Category/ Categories:	Category B or lower
Annual Operating Price	16,543,297

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	1112
Operational Capacity	1112

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

Table 2b: Population Allocation Specification	
Gender:	Male prisoners only
Age:	Adults (21 and over) and starred up Young Adults (18-21) (subject to agreement with DDC)
Security Category:	Category B or lower
Sentence Status:	Sentenced prisoners
Sentence Length / Type:	Sentences of 4 years or more and life prisoners or best fit
Offence Type:	No restrictions
Nationality:	No restrictions

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

Table 2c: Population Assumptions – Origin of the Population
<i>HMP Swaleside is a Category B training prison holding male prisoners aged 21 and over. The population is mainly comprised of remand prisoners. This establishment mostly holds prisoners sentenced at courts in the South East and the London regions and receives most of its prisoners from local prisons, particularly Elmley and Belmarsh. This establishment is part of the Sheppey cluster with HMP & YOI Elmley and HMP Stanford Hill and is a UKBA Spoke.</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	N/A	N/A	N/A	N/A	0
Determinate prisoners serving 12 months or more but less than 4 years	N/A	N/A	N/A	N/A	N/A	N/A	0
Determinate prisoners serving more than 4 years	N/A	464	N/A	N/A	N/A	N/A	464
Indeterminate prisoners	N/A	462	147	N/A	N/A	N/A	609
Determinate and indeterminate Recallees	N/A	39	N/A	N/A	N/A	N/A	39
Non-criminals	N/A	N/A	N/A	N/A	N/A	N/A	0
Resettlement	N/A	N/A	N/A	N/A	N/A	N/A	0
Discretionary	N/A	N/A	N/A	N/A	N/A	N/A	0
Total	0	965	147	0	0	0	1112
Resettlement	No	Reset %		NA	Reset No.		na
Specialist Function							

SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions

CI Title & No.	Response to Commissioning Intention
<p>1. <u>Enhance public protection and ensure a safe, decent environment and rehabilitative culture</u></p>	<p><i>1a) 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.</i></p> <p>Swaleside will ensure that there is a sense of purpose embedded in everything that we do. For the majority of our prisoners who are serving very long sentences, a rehabilitative culture with a clear sense of purpose needs to be maintained at all times – linking each activity that prisoners engage in. Swaleside will work intensively with staff who engage with prisoners on a daily basis – to ensure that they have a strong positive presence and can motivate prisoners to achieve, developing the total rehabilitative culture that the prison aspires to.</p> <p>Our newly formed Offender Management processes will display how prisoners are encouraged and supported through their sentences. Our sequencing tool is used to prioritise activities allocation based on need and evidences our drive towards rehabilitation and desistance. All prisoners will be required to achieve basic functional skills (if appropriate) before experiencing other activities throughout their sentence and the establishment will support each individual to achieve this.</p> <p>We will create an enabled environment specifically to support the Personality Disorder offenders but these principles will also be used to support those offenders within our Drug Recovery Unit. Over the next few years, the enabled environment will extend prison wide and will be fundamental to our positive direction for offenders with ‘<i>Every Contact Matters</i>’ being at the centre of our strategy. We aim for our enabled environment to be formally accredited by the end of 2015.</p> <p>Our MQPL and SQL results will assist us to determine where we are strong and what we can do to improve the quality of life within the prison and we will empower our offenders by utilising the Prison Council to implement some of the positive developments. Our Prison Consultative process is well established and through this we will create an MQPL action plan together with specific aims for improvement.</p> <p><i>1b) All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.</i></p> <p>Constructive staff-prisoner relationships are critical within Swaleside to ensure the effectiveness of the interventions that the prison offers. These relationships extend far more than a personal or landing officer, but key staff such as Workshop Instructors, Teachers, Nurses,</p>

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	<p>Programmes Facilitators and PE Instructors will be key to motivating the offenders that they engage with across the regime as a whole. Within the enabling environment strategy we will embed the '5 minute intervention' to see if a positive difference is made in the small ways. The Governor will frequently and clearly communicate to staff 'what matters' and lead the prison by ensuring all managers set examples of this style of interaction with our prisoners. Our April 2013 MQPL results has shown us that staff generally get on well with prisoners within the establishment but the relationship is not necessarily effective or has a positive or direct impact upon sentence progression. Throughout 2014, members of the SMT will meet with every single member of staff in a one-to one meeting to discuss 'quick interventions', 'every contact matters' and 'creating a supportive environment' and how we can best develop and support the staff to move Swaleside towards a total rehabilitative culture.</p> <p><i>1c) Efforts are made to ensure offenders experience the environment as safe.</i></p> <p>Providing a safe environment within Swaleside is a key foundation stone of providing a positive and progressive home where offenders will spend a significant amount of their sentence. Violence Reduction data will be effectively utilised to develop new methods and practices to reduce levels and seriousness of violence shown within the establishment. Swaleside is forming part of the 2014 pilot for the National Violence Working Group to develop our thinking and embed good practices further.</p> <p>All acts of violence will be accurately recorded, investigated and followed up after each incident, with the Senior Management Team (SMT) analysing trends and patterns and responding to the data as well as proactively looking for patterns of behaviour and identifying violence risks within the prison.</p> <p>The new IEP scheme will be fully embedded within the prison, with breaches of safety being taken very seriously and staff confidently and consistently applying the rules.</p> <p><i>1d – 1g</i></p> <p>See Regional SLA</p>
<p><u>2. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners</u></p>	<p><i>2a) There is evidence of effective co-ordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders</i></p> <p>The integration of providers of services is vital to ensure a seamless offender management provision is provided to offenders. Our providers are stakeholders to our organisation and as such our partnerships need to be of good quality and effective.</p> <p>Where partners require enabling services in order to deliver their service appropriately, this will be provided by Swaleside and understood as an important part of our daily regime.</p> <p>The SMT composition will be reviewed with the consideration of partner seats where appropriate and partnership governance arrangements will be formally agreed with the central issue being alignment of services so that all can effectively deliver. Our Offender management processes and effective activity sequencing is also vital to this working well.</p> <p>Multi-agency forums will become the norm with information and data being appropriately shared and owned to ensure that providers can</p>

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achieve their quality provision. As the number of providers increase and move into more traditional roles within the prison, effective talks and engagement with unions and staff will be prioritised and communication must be frequent and hold integrity. By the end of October 2014, we will review all contracts and Service Level Agreements to ensure that we know exactly who we are working with and what the purpose of our partnership is about. Our revised Reducing Re-Offending Strategy (to be achieved October 2014) will include the shared vision that we have with our partner agencies to create the most effective seamless sentence possible, a summary of our investment prioritisation and maximisation, our data sharing protocols and our partnership governance arrangements that focus on outcomes and progress achieved.

2b) 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.

Swaleside will be releasing a minimal number of offenders into the community, especially as our population realigns with the reconfiguration project. Where we do discharge, the appropriate Employment Benefit Advisors will engage with those offenders to enable advance claims for Job Seekers Allowance and to make referrals to the Work Programme. The JC plus team are sited within the Learning and Skills department and are fully integrated within the Resettlement team. Prisoners are always seen within a week of booking their appointment and the advisor has the tools (PC and Telephony) to enable proper facilitation of the interview. The DWP team attend the Resettlement meetings and are very much engaged with all prisoners, the department and the wider prison strategy.

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

Within Swaleside our prisoners have equivalence of access to health services in custody as in the community, this includes services such as substance misuse, mental health services, primary and secondary care. Ensuring that the health of any individual is as best as it can be - is fundamental to the effectiveness of all our other services and interventions. Our inpatients facility is a high risk area that is managed well by our primary care services. Our local clinical governance groups identify and manage risks as they emerge and as we forecast them, share good practice and discuss particularly complex cases.

We have local delivery and partnership arrangements in place for health and substance misuse services and clear governance arrangements that identify authority, decision making and risk management procedures.

Within H wing (Drug Recovery), the operational staff work as part of a multi-disciplinary delivery team with the substance misuse providers to create a supportive environment for all living within the unit. This is an area of good practice that we shall maintain and build upon with the more formalised 'enabling environments approach.'

Swaleside will work proactively with the Local Police Force to reduce the supply of drugs into the establishment and our Security Department will share intelligence appropriately to do this. The prison feeds into the 6 monthly Kent Prison/Police Intelligence forums where information is shared and strategies discussed.

Misuse of prescribed medication is discussed as part of the medicating group (GPs) and any issues from within the prison is raised to the prescribers in a timely fashion.

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2d) 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

Swaleside will commit to strengthening ties with the Local Authorities with the responsibility for Social Care within our setting. Prisoners with learning difficulties and physical disabilities need to have a community equivalence of service. With an ageing population, our Social Care needs will increase in the future and having an effective relationship with Commissioners of the service (from 2015) will be vital. We will work towards a specific set of aims which will include, sharing information as appropriate, assessing need when appropriate, accessing specialist equipment when necessary and ensuring that plans are in place for every affected individual before release or transfer. Our future duties and responsibilities under the safeguarding legislation will be taken seriously and planned accordingly over the next few years.

2e) Work with local authorities to promote inclusion of, maximise benefits to offenders families

As the current average length of stay within Swaleside is 4-6 years, maintaining a healthy contact with families and friends is fundamental to ensuring the well-being of our offenders and we acknowledge the link to re-offending and desistance with family support levels. Our Head of Reducing Re-offending role will lead a strategy for 'healthy family relationships' and ensure that our services compliment the 'Through The Gate' commission. We have already established the Local Authority link for the 'Troubled Families' work and will over the next year embed that relationship and share information as appropriate.

We are experienced and remain committed to providing family days within the visits hall as this allows for real quality time within a family and especially between father and child. We know that this makes a positive difference with the segmentation type offenders at Swaleside and these interventions have also shown to motivate prisoners to achieve in other aspects of their life.

We will co-commission as appropriate with family support services to ensure that the interventions with the most positive impact is provided to prisoners at Swaleside.

2f) Continue to improve access to a pathway of new and existing services for offenders with severe personality disorders. Services are primary targeted at men who present at a high risk of serious self harm to others and to offenders with severe PD

Within Swaleside we will be opening a Psychologically Informed Planned Environment (PIPE) service in 2014 which will impact upon approximately 100 prisoners. This specific environment will be set within a wing and will operate an enabled environment to support the offenders going through this treatment. Therapeutic interventions will be provided within F wing for a more intense service, along with an enabled environment and within B wing, will offer a motivating environment to prisoners who are not progressing in their sentence due to their personality disorder. This is an NHS England Commissioned Service for the next 3 years.

2g) Align services with offender learning and skills services (OLASS4) providers in prison. 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

Services for offenders under OLASS 4 are well embedded at Swaleside. Our Local Delivery Board monitors performance, curriculum and

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	<p>sequencing, funding and shares good practice. A local need analysis will determine the precise curriculum needs within the prison and we will ensure that the services on offer are effectively sequenced to ensure we get the best possible outcomes. The focus on the labour market is more problematic as Swaleside does not necessarily release to a particular or obvious area, however we can look at South East and London trends for the best fit for our offender type.</p> <p>A combination of functional and vocational skills will be on offer within the establishment as set out in the paper 'Making Prisons Work' and prisoners will be expected to complete basic skills before working in workshops or focussing on their industry interests. This will ensure that risk levels and sentence plans are effectively worked upon before an offender progresses from Swaleside or is discharged into the community. Swaleside's regime is dependent on a mainly full time working environment and recruitment, selection and retention within OLASS delivery is vital to ensure that the regime remains healthy.</p> <p>We will continue to work with our OLASS provider to ensure that classroom attendance is efficient and that all staff are educated to understand the importance of driving the regime everyday to ensure it achieves its potential and prisoners are encouraged and motivated on a daily basis to work towards their sentence plan.</p> <p>Our prison is committed to working with the Shannon Trust to establish a Reading Network within the prison, we have identified a lead from the Senior Management Team and will increase the number of peer mentors providing reading support to prisoners contributing towards our supportive and safe environment.</p> <p><i>2h) Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment</i></p> <p>Our local model of commercial activity will be focussed on realistic labour market opportunities, a real work ethic and reducing risk by embedding key skills within the workplace. Our local growth plan will give us stretch to aim for real working prison status and will focus our partnerships to achieve more together in the future. Our prison work will be realistic and will represent real employment within the community, our links with employers will be strengthened and we will focus on targeted employer engagement over the next year. Before any final discharge we will ensure that access interviews to DWP and CAB staff is enabled for all offenders.</p>
<p>3. <u>Deliver an efficient, quality service</u></p>	<p><i>3a) 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.</i></p> <p>Having recently been benchmarked under the 'New Ways of Working' standard for Training Prisons, we are very clear of the levels of resource for the coming year. We will have very detailed plans in place to ensure that staff are in the right place at the right time to maximise our effectiveness and delivery. We will also have a detailed 'People Plan' to focus our training and up-skilling requirements for staff on enabling environments, understanding a creating a safe and supportive environment and motivating others.</p> <p>Swaleside is committed to delivering interventions that are targeted at those offenders who would benefit most from them. We have utilised the segmentation data and local data sources to target our resources for rehabilitative interventions. Individual needs and characteristics are</p>

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	<p>identified within the assessment process for interventions to maximise their benefit and offenders are supported through the process. The information provided within Tables 4a, 4b and Table 5 will provide more specific details however the strategy for Swaleside is focused on delivering a range of high, mid and low intensity interventions specifically targeting our population needs.</p> <p>Swaleside holds a large number of violent offenders and therefore we aim to deliver a wider offer of violence specific courses of varying intensity. We will also offer mid-intensity cognitive based therapy courses for those who require it. Our IPP offenders will be sequenced for interventions at an appropriate time within their sentence and will be prioritised accordingly for interventions as they require them in order to reduce risk of harm. We will also offer a variety of low intensity interventions to support those who would not benefit from more structured interventions.</p> <p><i>3b) 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.</i></p> <p>Within Swaleside we will have a number of quality assurance processes to ensure that services are delivered as intended and that they are effective.</p> <p>Under 'New Ways of Working' and the vast level of change that this will bring, we will hold Project Board Meetings locally to ensure that staff competency and recruitment and availability of staff is highlighted and action taken.</p> <p>For the regime as a whole, a Quality Improvement Group (QIG) exists which measures activity levels, classroom efficiency and general opportunities for prisoners. Within this forum we invite all providers of interventions from a number of agencies to monitor our delivery together as a group and ensure that our services compliment rather than duplicate provision to offenders. For OLASS provision more specifically, our provision is developed in line with the Common Inspection Framework and we take our responsibility seriously for the preparation and evidence required for HMIP and Ofsted.</p> <p>For our accredited interventions there are compliance and clinical audits, as well as treatment management oversight to ensure clinical integrity. Data regarding the monthly performance of accredited programmes is collated on a monthly basis in order to mitigate against risks associated with non-delivery. For nay non-accredited interventions that we may run the National Interventions Directory (NID) is collated at regional level. We also feed into the regional PSO 4350 panel for approval and quality assurance of non-accredited programmes.</p> <p>Within our newly formed Personality Disorder service we have built in a research post into the PIPE staff structure to contribute to the evaluation of the service and we will work closely with NHS England and our other commissioned partners to monitor ongoing delivery through its own governance procedures.</p>
<p>4. <u>Ensure delivery is matched to population, purpose and NOMS</u></p>	<p><i>4a) 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.</i></p> <p>The segmentation data for Swaleside has been reviewed and analysed in order to target resources within the prison. We have fed into the pan-regional offender needs analysis for accredited interventions for an evidence based delivery requirement to be set. For our accredited interventions offenders are selected by meeting each programme's risk and need criteria based on the likelihood of reconviction, risk of serious</p>

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<p><u>outcomes</u></p>	<p>harm, risk of violent reconviction, and priority access for our indeterminate sentenced prisoners. We will offer courses that specifically target domestic violence offenders, serious violent offenders and acquisitive offending.</p> <p>The health and quality of our offender management provision is vital to ensure that OASys reports are up to date and of good quality. Plans are in place for our historical backlogs to be reduced and will be in position to refer effectively to rehabilitation services. We recognise the need to manage the intensity of case management throughout a sentence and times when more intensity is required, it is delivered. E.g. before an offender goes into open conditions or before a significant tariff date or Parole Hearing. As our Offender Supervisor's will also Supervise the regime frequently, there will be ample opportunity to practice the enabling environment stance by having supportive conversations to those offenders they are case managing. More formalised surgeries will also be in operation on a weekly basis for offenders to access their supervisor and discuss any concerns.</p> <p>Swaleside is part of the national Violence Working Group which is piloting different management tools to assist with the zero tolerance of violence in prisons. The aim of the pilot which delivers its findings in 2014 is to introduce new and innovative approaches over the 12 months following an incident of violence to establish the nature and causes to effectively manage those behaviours.</p> <p>Swaleside's Personality Disorder service will have referral panels in place to ensure that those offenders who will benefit most from the type of environment will be targeted and prioritised for this intervention.</p> <p>The OLASS 4 contract will realign the new curriculum to fit with the new core day under New Ways of Working. Opportunities to embed learning within places of work will be maximised and our learning pods within the Industrial areas of the prison are well positioned for this. This emphasis on learning will be complimented by the Working Prison Growth Plan and our relationships with employers will focus around learning/training and fitting with labour demands in the community.</p>
<p><u>5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes</u></p>	<p><i>5a) Individual need and characteristics are identified, assessed for significant and monitored</i></p> <p>We aim for the delivery of services at Swaleside to be responsive to the needs of individuals and their characteristics to maximise positive outcomes. Within our enabled environment, we will be up-skilling staff to work proactively to assess (where appropriate) and share relevant information with partners in order to better support the offender. The specific needs and characteristics that we will focus on are:</p> <ul style="list-style-type: none"> - Learning, Disability and Difficulty - Physical health and disability - Mental health - Maturity - Family Circumstances - Gender - Sexual Orientation - Race - Age - Faith - Gender re-assignment

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	<p>- Any temporary factor such as bereavement or depression - this information is recorded on P-Nomis.</p> <p>During our Induction processes we will either review previous assessment results or re-test where appropriate for healthcare screening, education assessments, equalities questionnaires, safer custody and cell sharing risk assessments. The outcomes of these will be used to identify the best possible courses of action for each individual offender.</p> <p>We will make best use of NOMIS to record and share our assessments of need and these will be reviewed as part of the OASys formal review, ACCT assessment, Care Plan, Individual Learner Plans, or in preparation for Through the Gate Interventions.</p> <p>Our NOMIS data will be frequently dip tested to ensure that data collection is accurate and reflective. We will also formally monitor characteristic data to ensure that groups with particular characteristics are not discriminated against.</p> <p><i>5b) Information on individual need and characteristics is used to sequence and adapt service to individual need</i></p> <p>Protected Characteristics has historically been more difficult to capture and data has been sporadic depending on the openness of the offender, however we do know that the use of peer support is particularly effective when declaration of such information is given. Alongside our staff, we will better up-skill our peer mentors to allow them to gain a fuller understanding of Protective characteristics and how this information can be particularly sensitive to each individual.</p> <p>We will make reasonable adjustments required by law and where these reasonable adjustments require partnership working, co-commissioned approaches will be looked into. The information that we gain will be used to develop individualised plans which best delivers the interventions and gives support to maximise the benefit to the offender.</p> <p>Within our accredited programme provision, responsivity interviews are utilised, in order to enable the treatment manager to focus on ways to make inclusion possible. Within our higher intensity programmes, an assessment of cognitive functioning is also completed where an individual may not have meaningful engagement within a group setting. Our Self Change Programme is specifically designed to allow each offender to progress at their own rate.</p>
<p>6. <u>Deliver priority national or specialist services</u></p>	<p>6a) In relation to NOMS approach to the identification, assessment and management of extremist offenders, HMP Swaleside will ensure delivery in the key thematic areas of Intelligence Gathering and Management; Offender Management and Public Protection; and Interventions and Resettlement, as assessed by NOMS HQ.</p> <p>HMP Swaleside will also ensure that any recommendations related to the identification, assessment and management of extremist offenders which are identified in year through the NOMS assessment process are implemented within reasonable timescale.</p> <p><i>6b) Deliver victim-offender conferences (restorative justice) where capability exists and develop partnerships and a supportive environment to enable delivery where in house capacity does not exist.</i></p> <p>In-house delivery of Restorative Justice will exist in Swaleside and we are committed to embedding delivery over the coming years. We have trained facilitators in place to react to a referral generated by the Kent approach to RJ (Multi-agency referral system). We recognise the importance of face to face RJ where appropriate. We have a local policy in place which formalises our partnerships with Kent Probation, Kent</p>

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	<p>Police, Victim Support and Project Salus and an Information Sharing Agreement to ensure the safe and appropriate movement of data between and amongst appropriate agencies. We would expect to achieve 10 conferences a year subject to a referral through the hub and as we receive a referral we are in position to deliver the services of Restorative Justice as per the NOMS specification.</p> <p><i>6c) 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.</i></p> <p>Swaleside will not be releasing anyone on HDC or under bail conditions, however in the event that we do, we will ensure that appropriate accommodation will be offered through BASS and any additional appropriate support given.</p> <p><i>6d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.</i></p> <p>As part of the New Ways of Working benchmark roll out – we will be in a much better position to achieve Working Prison status by having more hours within the working day. Our partners and customers within Industries are eager to see the core day develop during 2014 to allow our growth plan to succeed and our total numbers of activity to increase.</p> <p>We will work constructively with ONE3ONE solutions as well as engaging with our local partners to develop real work opportunities for our offenders. Our long term population need to have effective training facilities as well as real work experiences to better prepare them for open conditions or release.</p> <p>We take seriously our activity 'efficiency' rates and will closely monitor all activity areas for optimal capacity.</p> <p><i>6e) Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.</i></p> <p>HMP Swaleside will develop a strategy for extending use of video conference facilities by 2015 consistent with the NOMS Video Action Plan, ensuring that use is consistent and makes maximum usage of the planned facilities. The Head of Offender Management will be the establishment lead for the NOMS video action plan and will establish and maintain relationships with the relevant stakeholders.</p>
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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"> ○ Strategic Vision - We have a published Rehabilitation Strategy for the Sheppey Group that identifies all service provision and have a statement of purpose. ○ Rehabilitative Need - Outstanding rehabilitative need is identified and discussed with prisoners on Induction. Resettlement Peer workers managed by the Resettlement Department staff identify the pathway needs of our offenders, First night staff and our health co-commissioned partners also identify mental and physical health needs. All have business and performance objectives. ○ Risk Management - All staff make effective use of the information sharing such as, observation books, handover briefing sheets and security intelligence systems. Monitoring this information as part of their core tasks, contributes to a safe and secure decent rehabilitative environment. Information on the range of rehabilitative services is found in the Rehabilitation Strategy and the National Interventions Directory which is kept up to date by the Learning and Skills manager. ○ IEP - At HMP Swaleside we operate an integrated IEP system that ensures all staff and prisoners have the ability to influence attainment levels through engagement with rehabilitative activity ○ Every Contact Matters - To embed the concept of 'Every contact matters' we will publish a decency strategy that sets out the expectations of behaviour for both staff and prisoners. We will roll out a series of communication seminars to all staff. These will review how the Civil Service Core Competency Framework (CSCCF) maps to NOMS Visions and values statement of purpose and how staff behaviours and relationships between staff and prisoners can contribute to building our prison culture. We will embed an 'enabling environment' and up-skill and train staff to make the most of every interaction and providing a wrap-around service to the interventions that they may be receiving within the prison. ○ HRBP - Our managers have already taken part in coaching seminars, however we will work with our HRBP and OD to explore how we might embed coaching principles into every day staff interactions 	

<p>Prisoners are made aware of their responsibilities in engaging with and accessing services</p>	<ul style="list-style-type: none"> ○ Prisoner Compact - All prisoners entering the establishment sign a prisoner behavioural compact ○ Establishment Priorities - All staff (including permanent staff, those on fixed term contracts and partner providers) are made aware of our Published Business Plan and this is published in the Sheppey Group. Our priorities are displayed at the gate for all staff and visitors to see. ○ We will measure the impact that we have by monitoring sentence planning objectives and completions against the take up of rehabilitative activities including numbers and types of qualifications and skills achieved ○ Through our Every Contact Matters agenda we will aim to ensure prisoners receive consistent messages. We will ensure our staff delivers these by reminding staff of our rehabilitation priorities including some key staff behaviours that are likely to generate positive change in prisoners such as listening, giving practical assistance in problem solving rather than solving the problem for them, encouraging prisoners that they can change and promoting a sense of personal responsibility. We believe that creating the coaching environment within the prison will ensure that responsible citizenship is firmly embedded into our rehabilitative ethos ○ All communication with prisoners is accessible and responsive to their diverse needs. All staff are supported to ensure their engagement with prisoners is effective through our equality and diversity awareness training and our commitment to equality is published in our business plan. 	
<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 Swaleside Establishment Priorities and Statement of Purpose reflect our commitment to building a rehabilitative culture and is publicised on boards leading from the gate into the prison for all visitors and staff to see. Our Business Plan and Statement of purpose is also published via notices to staff and prisoners. We also embed our commitment to building a rehabilitative culture through the Governors weekly bulletin ○ We will take active measures to promote and improve understanding of the importance of demonstrating pro-social behaviours and attitudes at all levels, and use existing internal communication and line management arrangements to help embed effective practice and encourage a culture of continuous improvement ○ We have ensured there is a clear link between the Competency Framework, the prison, action plans as well as the more formal annual staff reporting mechanism to ensure there is consistency in the way we engage and support offenders ○ We will measure the impact we are having through assessing trends in adjudications, violence management and MDT data and longer term through the findings from external scrutiny such as MQPL and HMIP visits ○ We will publish to staff a reminder of their key pro social behaviours such as; taking time to listen, treat prisoners fairly and with respect, avoid labelling and expressing and encouraging motivation and hope. This will ensure we embed the right staff behaviours as part of our 'Every Contact Matters' agenda. ○ A prisoner council and Wing Committee exists, which is encouraged to highlight good practice across different departments across the prison ○ We are currently exploring with the HRBP how we might embed coaching principles into every day staff and staff/prisoner interactions to create a pro-social culture with values growth and learning in both staff and prisoners 	

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Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	<ul style="list-style-type: none"> ○ Employment and Benefit Advisors - Prisoners are given access for assistance re future job prospects or for support onto the DWP work programme and in applying for job seekers allowance via Job Centre Plus advisors and Peers Support Workers ○ OLASS provision of basic skills level 1 and 2 training which enables prisoners to engage with the regime as well as providers of rehabilitative services ○ The Toe by Toe mentoring scheme assists those not engaging with OLASS provision to read ○ The Manchester College, St Giles and National Careers Advice Service as well as Resettlement workers provide information on the rules of disclosure to future employers ○ The Contact details for existing community based services are maintained and accessible to all prisoners via the Resettlement Peer advisors. All offenders participate in a discharge interview with our resettlement PW and identified needs are addressed 12 weeks before release. 	Regionally Co-commissioned SLA
Prisoners can access services that enable them to manage housing needs created as a result of their custody.	<ul style="list-style-type: none"> ○ The Manchester College delivers an employability course during the last 12 months prior to release, this identifies information on housing benefit advice. We are able to refer cases to Shelter ○ We are also able to signpost offenders to Shelter who have a housing need and will send information 	Regionally Co-commissioned SLA
Prisoners can access services that enable them to seek settled and suitable housing for release.	<ul style="list-style-type: none"> ○ Prisoners have access to the contact details for existing housing service providers via the Resettlement department who also are able to provide advice leaflets ○ There are a number of social housing providers that are used by our resettlement department in order to find accommodation prior to release 	SLA
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"> ○ There is a resettlement Peer worker available to prisoners who will signpost to community advice services such as Citizens advice ○ Bank accounts are provided through Santandar to those prisoners who have 6 months left to serve ○ The Resettlement Team Enable prisoners to make contact and arrangements with creditors or dependents where payment schedules are likely to be affected 	Banking Partnership with Santander
Prisoners can access available services which enable them to address their family welfare and family support needs.	<ul style="list-style-type: none"> ○ There is a family link worker available to offenders and their families in HMP Swaleside ○ The Family link worker can sign post families to the Troubled Family Service who will identify need and support ○ Families of Prisoners are given a visits information book that identifies the contact details for existing community services 	NOMS Locally
Prisoners have equivalence of access to health services in custody as in the community.	<ul style="list-style-type: none"> ○ On reception, prisoners current health needs assessment is reviewed, prisoners are subsequently signposted and supported in tackling any additionally identified needs ○ On discharge prisoners are provided with the contact details for existing community health related services and given a letter of introduction to their community GP ○ Prisoners have access to Primary and secondary health services, including mental health services commissioned through Health including: Doctor-GP service, Dentist, Nursing care, Optician 	Locally Co-Commissioned
Prisoners can access treatment, services, advice and support around drug and alcohol needs.	<ul style="list-style-type: none"> ○ RAPT/Central North West London (CNWL) - On reception all prisoners have an individual health assessment. Essential immediate clinical needs are met. ○ The Prison is engaged with KAADT to ensure that prisoner needs are understood and the commissioning strategy is suitable ○ Prisoners have access to the contact details for services that can support them with their drug and alcohol needs with a planned programme of psycho-social interventions available to those identified as needing them 	Locally Co-Commissioned

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Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.	<ul style="list-style-type: none"> ○ Prisoners are provided with the contact details and enabled to engage with existing appropriate community based services that support victims of domestic violence, rape or abuse 	Locally Co-Commissioned
Prisoners who have been sex workers can access services that offer them advice and support.	<ul style="list-style-type: none"> ○ Prisoners are provided with the contact details and enabled to engage with existing appropriate community based services that support sex workers 	Local Authority co-commissioned

Table 4b: Rehabilitation Services - Additional Services Offer

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

Segment	Total no. of Prisoners within Segment <ul style="list-style-type: none"> Use the segmentation data tool on the NOMS Performance HUB to get the numerical data you need to populate this column 	Strategic approach to meeting the needs of the segment Title and description of rehabilitative services/interventions and case management activities <ul style="list-style-type: none"> Give the title and a brief description of the case management activities offered to offenders in each segment Give a brief description of the range of rehabilitative services and interventions offered to offenders by segment. Include any accredited programmes on offer. Use the guidance on targeting in Commissioning Intention 4a If a service or intervention is available across more than one segment (for example – TSP may be available to both sex offenders and violent offenders) then state in each applicable box, making clear in the next column the number of completions relating to each segment. 	Indicate whether the service or intervention is commissioned or co-commissioned and the number of offenders who will be able to access the intervention or service annually <ul style="list-style-type: none"> For accredited programmes give the number of completions It is not necessary to record volumes for case management activities
All Offenders – where service targeted by need rather than risk	900 offenders.	<ul style="list-style-type: none"> Alcoholic Anonymous Group - to maintain abstinence from Alcohol Narcotics Anonymous Groups - to maintain abstinence from narcotic OLASS - Budget Management course - improving life management skills OLASS - Certificate in Financial Literacy RAPT Stepping Stones (Drug and alcohol programme) RAPT Harm minimisation workshops RAPT the bridge programme RAPT Alcohol Dependence Treatment programme 	12 places per course roll on roll off 10 places per course roll on roll off As need requires As need requires As need requires
Sexual Offenders	N/A	The establishment does not accept sexual offenders.	
Violent offenders	All Violent offenders 735 Of whom 177 are low OGRS 92 are OGRS 25-49% and Medium or above on OVP. <i>TO NOTE: Awaiting confirmation that this has been agreed with OSIG</i>	Where OASys has not already been complete, we will prioritise violent offenders for early OASys completion and subsequent reviews (ensuring OASys is completed for those with no PSR first or shortest time left to serve). We will take OVP into consideration when targeting activities and services for violent offenders. For TSP we will also include OGRS 25-49% for violent offenders, as we have enough places on TSP to cover their need. Though first priority will be given to the 50+ OGRS violent offenders.	

	<p>250 are OGRS 50+</p> <p>45 are OVP>60</p>	<p>Restorative Justice: Restorative justice will be assessed when the victim and perpetrator is willing to engage</p> <p>Where we have violent offenders with an OVP score above 60% (and long enough left to serve) we will assess them with assistance from the regional Psychology team. Where they do not have sufficient time left to serve, or where SCP places are not available, they will be prioritised for RESOLVE.</p> <p>DV Offenders: We will further assess all offenders with a DV flag on OASys, using a SARA. Where their risk is above 'low' we will assess their suitability for the most appropriate DV intervention.</p> <p>For those DV offenders that are high risk on the SARA assessment, we will also prioritise offenders from this group for higher intensity risk management including monitoring of visits, effective sharing of intelligence with external partners and where necessary monitoring of correspondence.</p>	
Indeterminate Sentenced Prisoners (ISPs)	<p>576 offenders.</p> <p>Of whom 534 are convicted of violent offences and 38 are convicted of robbery.</p>	<p>The intensity of case management for ISP's will range from medium to high and will vary over the course of their sentence, with highest levels of intensity around key events such as preparing for moves to open conditions. Intensity of case management for ISPs will vary according to the level of risk the offender presents (including risk of reoffending, violence, sex offending etc)</p> <p>Bi annual one to one case management sessions will be staged around key events in their sentence will focus on preparing for/consolidating learning from a programme, reviewing progress, addressing any setbacks and helping the offender plan next steps.</p> <p>Offenders who are approaching earliest release date will be prioritised for access to interventions although consideration on a case by case basis where this means that a determinate prisoner could be released without treatment</p> <p>Restorative Justice: Restorative justice will be assessed when the victim and perpetrator is willing to engage</p>	
Low likelihood of any reconviction OGRS 0-24%	<p>304 offenders.</p> <p>Of whom 177 are violent and 122 of these are also low on OVP. Of whom 7 are convicted of acquisitive offences and 101 are convicted of drug offences.</p>	<p>Low intensity case management for offenders in the OGRS band except for violent offenders with OVP of 30% +, sexual offenders assessed as medium risk or higher under RM2000 or indeterminate sentence prisoners</p> <p>Low intensity case management includes; Offenders Supervisor review of sentence plan, engagement of rehabilitation services by attending appointments and support of services to check on progress. Offender supervisors will met with offenders by application and all staff will be encouraged to contribute to rehabilitation through quality entry of case notes and contribution forms for OASys</p>	

		<p>Risk Management - security considerations inform decisions about the targeting of risk management activities as does the offender's risk of serious harm rating (regardless of their OGRS band)</p> <ul style="list-style-type: none"> ○ Our minimum risk management approach for all offenders is based on partnership between OMU, Security Department, Resettlement department and others as required, so that all risk information is shared ○ Medium ROSH ratings prompt a pro-active approach to observing and recording behaviour, and sharing information across the prison, and restricting/monitoring visits where necessary ○ High/Very high ROSH ratings are prioritised for highest level of risk management, which includes monitoring of communication and discussion at inter-departmental risk management meetings in cases of greatest concern <p>Most of the acquisitive/drugs offenders have less than 1 year to service.</p> <p>Offenders with this OGRS band will have access to the core rehabilitative offer as per table 4a. In general no additional rehabilitation services are offered to offenders in this OGRS band.</p> <p>Restorative Justice: Restorative justice will be assessed when the victim and perpetrator is willing to engage</p>	
Medium likelihood of any reconviction OGRS 25-49%	337 offenders.	<p>Low intensity case management will be provided (as described in 0-24% above) for offenders in this OGRS band, except for violent offenders with OVP 30% plus, sexual offenders assessed as medium risk or higher under RM2000 or indeterminate sentenced prisoners.</p> <p>Additional Accommodation, Employment, Families and FBD services (as listed in OGRS band 50-74% box) - offered to offenders within this OGRS band where spaces are not taken by higher OGRS offenders.</p> <p>Offenders in this risk band will be considered for TSP and Resolve and will be prioritised according to risk and need.</p> <p>Restorative Justice: Restorative justice will be assessed when the victim and perpetrator is willing to engage.</p> <p>Offenders that refuse interventions, or show low motivation to change</p> <p>A to Z (motivational programme) will be offered to this offenders in this risk band, which will help motivate engagement with set objectives on their OASys. They will not however secure a place above someone with a higher OGRS score.</p>	
High likelihood of any reconviction OGRS 50- 74%	340 offenders. Of whom 15% are recalls	<p>Medium intensity case management will be made available to as many offenders in this OGRS band as resources will allow. We will begin by prioritising violent offenders with OVP 30%+, sex offenders with an RM2000 above low, DV perpetrators that score above low with a SARA and all indeterminate sentenced offenders for this level of service.</p> <p>Medium intensity case management includes: one to one supervision, recognising achievements/reflecting on setbacks and planning for positive change, motivation to maintain</p>	

		<p>or make progress, consolidate learning, observe changes in behaviour or attitudes etc. This is a large group so we will schedule one to one sessions in response to events in each case, with the frequency and length of appointments increasing for those closest to release date, where key work/activity is still required.</p> <p>Short sentence prisoners and those in the last 12 months of their sentence in this OGRS band who are nearing the end of their sentence, will be prioritised to access rehabilitative services to support their resettlement needs. Contact will be made with public protection agencies, as required, in preparation for release</p> <p>TSP: Non-acquisitive offenders in this OGRS band are offered assessment for and a place on TSP</p> <p>Restorative Justice: Restorative justice will be assessed when the victim and perpetrator is willing to engage.</p> <p>Acquisitive offenders: We are working with co-commissioning partners to ensure that acquisitive offenders who need drug and alcohol treatment are able to access it via Stepping Stones, The Bridge Programme and Harm minimisation workshops. Offender Supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment. A to Z will assist with this.</p> <p>A to Z (motivational programme) will be offered to this offenders in this risk band, which will help motivate engagement with set objectives on their OASys. They will not however secure a place above someone with a higher OGRS score.</p> <p>Accommodation</p> <ul style="list-style-type: none"> ○ Resettlement Accommodation assessment. ○ Shelter Advice. <p>Employment</p> <ul style="list-style-type: none"> ○ OLASS provision of employability skills including CV writing and interview techniques. ○ St Giles - mentoring support to gain employment. <p>Families</p> <ul style="list-style-type: none"> ○ Family days/family link worker/play support worker - all offence types, to develop and maintain family contact. ○ OLASS Parenting course - enable consolidation of learning from parenting and relationship skills course. 	<p>Rolling programme throughout the year.</p> <p>10 per month.</p> <p>2 per year rolling programme.</p>
Very high likelihood of any reconviction OGRS 75-89%	<p>92 offenders</p> <p>Of whom 3 are convicted of robbery and 11 of acquisitive</p>	<p>Over 12 months - Highest intensity case management - as medium intensity but with frequent/longer supervision sessions (but with a clear purpose linked to the aims of the sentence) including commissioning specialist one to one interventions as required, active advocating for offenders where they may need help in accessing services to reduce re-</p>	

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	offences.	<p>offending. Where resources allow, we will particularly prioritise the highest OGRS, OVP, and RM2000 groups, and indeterminate sentenced offenders approaching a key stage in their sentence. As part of our case management approach for this risk group, offenders are referred to IOM services in the community for post release supervision and support</p> <p>Short Sentence Prisoners: those that are nearing the end of their sentence will be prioritised for IPM and to access rehabilitative services that support safe resettlement</p> <p>Restorative Justice: Restorative justice will be assessed when the victim and perpetrator is willing to engage.</p> <p>Additional Accommodation, employment and families services as listed in OGRS band 50-74% box</p>	
Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	2 offenders.	<p>Over 12 months - Highest intensity case management - as medium intensity but with frequent/longer supervision sessions (but with a clear purpose linked to the aims of the sentence) including commissioning specialist one to one interventions as required, active advocating for offenders where they may need help in accessing services to reduce re-offending. Where resources allow, we will particularly prioritise the highest OGRS, OVP and RM2000 groups, and indeterminate sentenced offenders approaching a key stage in their sentence. As part of our case management approach for this risk group, offenders are referred to IOM services in the community for post release supervision and support</p> <p>Restorative Justice: Restorative justice will be assessed when the victim and perpetrator is willing to engage.</p> <p>Short sentenced prisoners: those that are nearing the end of their sentence, will be prioritised for IOM and to access rehabilitative services that support safe resettlement</p> <p>Additional Accommodation, Employment and Families services (as listed in OGRS band 50-74% box)</p>	

Table 5: Accredited Programmes provided in the establishment		
Does this establishment deliver NOMs Commissioned accredited programmes?		Yes
Name of accredited programme	Number of agreed starts (expected for 2014-15)	Number of agreed completions (planned total for 2014-15)
Living Skills Programmes		
Thinking Skills Programme (TSP)	40	36
Healthy Relationships Programme -High Intensity (HRP-HI)	8	7
RESOLVE	100	90
Building Better Relationships	40	36
Self Change Programme	36	28
Total	224	197

Table 6: Development Objectives

CI Title & No.	Objective: Describe a SMART objective including what you want to achieve how you will measure your success and key milestones	Does this contribute to a regional objective (yes/no)
1a	We aim for our enabled environment to be formally accredited by the end of 2015.	yes
2a	Swaleside will implement a reviewed governance structure for the Senior Management Team by January 2015 which will include offering membership seats to our main partners. All current contracts will be reviewed by the end October 2014 with Service Level Agreements updated and/or in place. Our new Reducing Re-Offending Strategy will be launched by October 2014.	yes
4b	To ensure the effective transition of the population in line with the reconfiguration estate review recommendations during 2014 to support the introduction of TTG arrangements. The effectiveness of population allocations (including high priority groups such as IPPs) will be reviewed quarterly in order to ensure progress and take corrective action where required. The Governor will also seek to ensure the effective transition to TTG arrangements and remain at the centre of co-ordinating effective wider services for their local population.	yes
1d	To ensure effective Risk Assessment arrangements are in place (ref to the proposed dynamic risk mgt model proposed under NWOW phase 3) to support offender progression. Swaleside will seek to reduce OASys backlogs and maintain improvements by 2015.	yes
1f	To ensure support specifically for our acquisitive offenders, Swaleside will seek to input into the national strategy regarding the management of legal highs and will introduce and share best practice across the region. We will ensure that a proactive drug prevention strategy is developed including co-ordination of Police resources, Substance-misuse partners, Regional Dog Teams and where appropriate increased testing arrangements.	yes
6d	We will commit to optimising our working hours and will plan for further growth against our benchmarking staffing provision until full potential levels of delivery are reached. Our Growth plan will demonstrate realistic increases in delivery over the next three years, identifying core markets for growth and investment required. The Governor will ensure effective allocation arrangements and monitor regime 'take up' in work areas to ensure that offenders attend work. This will be supported by the use of IEP.	yes
1a,1b,1c 2f	Swaleside will seek to ensure that the experience for both prisoners residing and staff working in our prisons are improved. This will be achieved through a focus on violence reduction (through the National Violence Working Group pilot) and the development of enabling environments which will seek to enforce the importance of staff offender relationships as a basis for delivering real reductions in re-offending. Success in this area will be	yes

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	<p>monitored through MQPL and SQL in the first instance.</p> <p>The implementation of the Personality Disorder Unit will provide a national resource and centre of excellence for the successful management and treatment of these offenders. The creation and accreditation of an 'enabling environment' is our aim and once embedded within the PD principles will roll out within the drug recovery environment and then to all residential units (whole prison roll out expect by end 2016).</p>	
6b	<p>Swaleside will provide a Restorative Justice Service based on referrals from the Kent model of delivery and will aim to provide 10 conferences per year. We recognise the importance of face to face RJ where appropriate. We have a local policy in place which formalises our partnerships with Kent Probation, Kent Police, Victim Support and Project Salus and an Information Sharing Agreement to ensure the safe and appropriate movement of data between and amongst appropriate agencies.</p>	yes
6e	<p>HMP Swaleside will develop a strategy for extending use of video conference facilities by 2015 consistent with the NOMS Video Action Plan, ensuring that use is consistent and makes maximum usage of the planned facilities. The Head of Offender Management will be the establishment lead for the NOMS video action plan and will establish and maintain relationships with the relevant stakeholders.</p>	yes

Table 7a: Mandatory Service specifications applicable under this Local Annex

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

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

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

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

Table 7b: Service specifications applicable under this Local Annex

For the following specifications, indicate which are applicable to the establishment by confirming Yes or No

37	Specialist Units (HSE)	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)	Yes	Go live April/May 2014

Table 7c: Service Options, above the national minimum

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

Table 7d: Agreed delivery hours for specified services

Service Specification	Output	Agreed hours	Rationale (where hours are agreed above the minimum set within specifications)
Residential Services	Daily time in open air [minimum 30 minutes] (row 21 of the specification)	0.5 hours daily for 1112 prisoners over 7 days equates to target hours per week 3892	N/A
Physical Education	Minimum number of PE Hours [per week] (row 1 of the specification) (as calculated using the SBC published spreadsheet product)	2.5 hours per prisoner per week.	N/A

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 – Industrial Cleaning BICs	Industrial Cleaning	24	1	23.5	£0	£0	£0	£0	£0	£0
Industries – Enterprise/Contract Services	Marley 2	24	1	23.5	£0	£0	£20,000	£0	£0	£0
Industries – Enterprise/Contract Services	Coppermill	24	1	23.5	£0	£0	£25,000	£0	£0	£0
Industries – Enterprise/Contract Services	LMB	45	3	23.5	£0	£0	£65,000	£0	£0	£0
Industries –	Marley	45	2	23.5	£0	£0	£60,000	£0	£0	£0

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Enterprise/Contract Services										
Industries – Enterprise/Contract Services	Retro-Cloths	24	1	23.5	£0	£0	£20,000	£0	£0	£0
Industries – Enterprise/Contract Services	Sharpack	24	2	23.5	£0	£0	£20,000	£0	£0	£0
Industries - Engineering	Engineering	24	3	23.5	£125,000	£0	£0	£82,000	£0	£0
Industries – Land Based Activity	Horticulture	15	3	23.5	£5,000	£0	£0	£0	£0	£0
Industries – Retail	DHL	70	17*	23.5	£0	£0	£0	£0	£0	£0
Industries	Woodwork	24	3	23.5	£100,000	£0	£0	£60,000	£0	£0
Non-Effective Cover			2							
Total		343	22	282	£230,000	£0	£210,000	£142,000	£0	£0

* 17 staff within DHL are DHL provided staff not NOMS

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
Kitchens		30	31.25
Orderly Cleaners	All wings and departments	25	31.25
Wing Cleaners	All wings and departments	168	31.25
Other Resettlement Activities	AT&B	40	10.00
Other Occupation	All wings and departments	45	31.25
Addressing Substance Misuse	RAPT	38	31.25
Sub total		346	166.25

Table 8c- other permanent activity places

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

Table 8c: Other Activities			
This should contain activities that are not in scope of either CU095a (Hours Worked in Industry) or CU095b (Hours Worked in Services) metrics.			
Activity Service Code	Activity Description	Maximum number of FTE prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
Education leading to accreditation	Education	175	28.25
Other Education Activities	Gym Courses	30	13.50
ROTL	Working Out/Resettlement day release	0	0
Prison induction Courses/Interviews	Induction	5	28.25
PD Unit	Day Activities	15	28.25
Sub total		225	98.25
Table 8 Total		914	546.50

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	4h 15m	0h 34m	0h 39m	0h 24m	0h 40m	6h 34m
Tue	4h 36m	2h 42m	0h 15m	0h 28m	0h 40m	8h 43m
Wed	4h 36m	2h 42m	0h 15m	0h 28m	0h 40m	8h 43m
Thu	4h 36m	2h 42m	0h 15m	0h 28m	0h 40m	8h 43m
Fri	2h 15m	4h 12m	0h 15m	0h 29m	0h 23m	7h 36m
Sat	0h 25m	5h 28m	0h 15m	0h 29m	0h 04m	6h 42m
Sun	0h 25m	5h 28m	0h 15m	0h 29m	0h 04m	6h 42m

5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	4h 04m	2h 34m	0h 19m	0h 27m	0h 36m	8h 04m

7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	3h 01m	3h 24m	0h 18m	0h 28m	0h 27m	7h 40m

Section 4: SLA Delivery Requirements and Levels at Commencement Date

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

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

Secure and Decent Custody

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU001	Discharge to Court	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	100.00 %
CU003	Absconds	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
CU006	CAT A Escapes		0	0	0	0	0	0	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)	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	
CU031	Control & Restraint (C&R) Training	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	
CU060	Tornado Commitment																		17.00
CU074	MQPL BME Score	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50
	Security Audit - & Assurance	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.56
CU056a	Corporate Assurance (A&CA)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
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

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CU067	HMIP Resettlement	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.95
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU075	HMIP Respect	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.79
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU077	HMIP Safety	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	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	2.81
		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)																		100.00 %
		95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %
CU043	Generic Parole Process (GPP)																		
		90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU083	OASys Quality																		
		90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU086A	Return of MAPPA Forms																		
		90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU089	ViSOR Effectiveness (Prison)																		
		90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %

Interventions

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU019	Sex Offender Treatment																		942

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	Programme (SOTP) Completions																		
CU021	Offending Behaviour Programme (OBP) Completions																		
														197.00	197.00			197.00	6,456.00

Regimes

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU013	Settled Accommodation on Discharge	90.50 %	90.50 %	90.50 %	90.50 %	90.50 %	90.50 %	90.50 %	90.50 %	90.50 %	90.50 %	90.50 %	90.50 %	90.50 %	90.50 %	90.50 %	90.50 %	90.50 %	
CU014	Training / Education on Discharge	1.00 %	1.00 %	1.00 %	1.00 %	1.00 %	1.00 %	1.00 %	1.00 %	1.00 %	1.00 %	1.00 %	1.00 %	1.00 %	1.00 %	1.00 %	1.00 %	1.00 %	
CU015	Employment on Discharge	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	9.00 %	
CU095a	Hours Worked In Industry																		

General

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CR003	Staff Sickness Absence																		
CU036	Correspondence Response Times	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	94.44 %
CU063	Water Consumption																		
CU094	Energy Efficiency (CO2e)																		
CU081	Prison Cost Analysis (PCA)																		