



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

Standford Hill

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 Stanford Hill
Establishment type	Open resettlement
Specialist function	
Security Category/ Categories:	Category D only
Annual Operating Price	6,423,827

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	464
Operational Capacity	464

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)
Security Category:	Category D only
Sentence Status:	Sentenced prisoners
Sentence Length / Type:	No restrictions
Offence Type:	Sex Offences by arrangement 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

HMP Stanford Hill is an open prison holding male prisoners aged 18 and over. The population is mainly comprised of longer sentenced determinate prisoners. This establishment mostly holds prisoners sentenced at courts in the South East and the London regions and receives most of its prisoners from the training estate as appropriate to prisoner resettlement needs. This establishment is part of the Sheppey cluster with HMP & YOI Elmley and HMP Swaleside and is a UKBA Spoke.

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	20	N/A	N/A	20
Determinate prisoners serving 12 months or more but less than 4 years	N/A	N/A	N/A	122	N/A	N/A	122
Determinate prisoners serving more than 4 years	N/A	N/A	N/A	226	N/A	N/A	226
Indeterminate prisoners	N/A	N/A	N/A	96	N/A	N/A	96
Determinate and indeterminate Recallees	N/A	N/A	N/A	N/A	N/A	N/A	0
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							
Total	0	0	0	464	0	0	464
Resettlement	Yes	Reset %		All	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>Standford Hill has as its clear purpose and responsibility to protect the public and reduce reoffending. As a resettlement prison, we will prepare and implement the 'Through The Gate' model with new providers while maintaining the engagement of staff in rehabilitative work. This will be supported by effective risk assessment systems and ongoing needs analysis and built within a reducing re-offending strategy. The new offender management model to be implemented as part of New Ways of Working will strengthen and intensify offender supervision along with the encouragement to desist.</p> <p>Based on a Measuring Prisoners Quality of Life (MQPL) survey in 2013 and feedback from the Prisoner Council it is clear that the 'Every Contact Matters' initiative and a rehabilitative culture are not as embedded. Some of the key themes for where improvement is required are in relation to communication, restrictions in working out and getting things done. On the positive side, since the previous MQPL of 2010, more participants agreed that they had received support from staff when they needed it (47% compared with 36% in 2010) and that they'd been helped significantly with a particular problem by a member of staff. There has been concern expressed in focus groups with the Lifer population that their specific needs are not being addressed. The Prisoner Council has also identified that care for the older population could be improved. Work to identify the gaps between prisoners' perceptions of safety and decency and the needs of specific groups will form part of a development objective.</p> <p>Standford Hill will also work locally and in partnership through the working out scheme and community projects to provide opportunities for offenders to progress, to promote desistance and create a rehabilitative culture.</p> <p><i>1b) All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance</i></p> <p>Standford Hill will seek to promote amongst staff of all grades a sense of personal responsibility and the opportunity to interact with offenders in a way which both models appropriate social behaviour and sets positive expectations regarding offenders capacity to change and desist from offending. Staff will have a critical role in ensuring that offenders become and remain motivated to engage whilst in prison through</p>

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interventions, behaviour, employment and links with family. Offenders who feel a sense of personal investment from staff are more likely to experience the environment as safer and may be more responsive to attempts to reduce reoffending.

HMIP in 2011 found that HMP Standford Hill staff were polite and professional but very little proactive engagement was observed. A high number of prisoners said they did not feel safe and long-serving prisoners felt unsupported when they moved from closed conditions. The general staff perception was of a lack of awareness of the prison's central purpose of resettlement. In our most recent MQPL, prisoners did not perceive the regime as constructive or that they were encouraged to think about and plan for release

A programme of staff Listen To Improve forums will be conducted on an on-going basis to involve staff and action taken will be publicised. The Governor will drive the importance of staff/prisoner engagement through the weekly briefings for managers and supervisors and the weekly bulletin for all staff. The establishment will strive to maintain our Investor in People award and ensure that our staff training and development is linked to our rehabilitative culture.

We will focus on skilling staff further to engage constructively with offenders at every opportunity so as to embed the rehabilitative culture and resettlement purpose of the prison. The establishment aspires to gain the 'Enabling Environment Award' within the next three years and instil a prison-wide ethos that 'Every Contact Matters'. We will undertake to train staff in KUF awareness (The National Personality Disorder Knowledge and Understanding Framework) and this will form part of a development objective.

The newly launched Prisoner Bulletin (News from the Hill) will support the Prisoner Council in encouraging joint working to support rehabilitation. As a resettlement prison, our commitment to jointly working with our 'Through the Gate' service partners will be demonstrated by co-location with our Working Out Scheme, National Careers Advice Service and Job Centre Plus.

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

Providing an environment at Standford Hill within which offenders feel safe is crucial to enabling offenders to develop new pro-social identities, to desist from criminal behaviours and to develop hope that they can change.

Although acts of self-harm and violence are comparatively low within the prison, offenders in open conditions, with low staff supervision, can find themselves increasingly under pressure to traffic illicit articles whilst on temporary release and may experience bullying as a result. Prisoners recaptured following abscond or failure to return from temporary release failure will be subject to interview to determine the causes for breach. This will ensure that intelligence regarding safety issues can be identified and any necessary action taken. All acts of violence, intimidation, bullying and victimisation will be accurately recorded, investigated and managed both consistently and confidently.

The HMIP report in 2011 highlighted that a surprisingly high number of prisoners did not feel safe, although the MQPL in 2013 reported a reduction in bullying behaviour. Wages were found to be low and that it was not always possible for prisoners to buy what they needed from the canteen and make phone calls which led to debt. Anecdotally, the issue of debt and pressure to traffic illicit items has been linked to absconds as reported at the time of recapture. A review of the pay policy this year is a development objective.

	<p>1d – 1g</p> <p>See Regional SLA</p>
<p>2. <u>Strengthen integration of service delivery between directly funded a co-commissioned providers and wider partners</u></p>	<p><i>2a) Evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.</i></p> <p>Standford Hill will work with our existing partners and future 'Through the Gate' service partners to support and maximise the delivery of services that reduce re-offending. The integration of service providers is vital to ensure seamless offender management provision. HMIP in 2011 criticised the fragmented nature of service delivery and lack of coordination. This will form part of a development objective and a priority to address.</p> <p>Our current key weakness is that we share a Rehabilitation Strategy and action plan with the Sheppey group of prisons which requires reviewing to draw up a bespoke strategy specifically for Stanford Hill based on our Through The Gate and resettlement provision. We will ensure that we work closely with the following current partners by developing an action plan for improvement:</p> <ul style="list-style-type: none"> Job Centre Plus National Careers Advice Service Citizens Advice Bureau St Giles Trust (Job Deal) External training partners Commissioned drug service provider (RAPt) <p>These partners will be invited to a Reducing Reoffending forum along with the new Through The Gate service partners in order to better coordinate delivery.</p> <p>We have identified that our allocations and sequencing to activities needs reviewing and improving. In year one, we will undertake a review of Induction to ensure our prisoners better plan their resettlement needs. We will support them by ensuring sentence plans are reviewed as soon as possible after arrival.</p> <p>Delivery of services will be co-ordinated and integrated via multi-agency forums with data and information being appropriately shared and owned to ensure quality provision. We will produce a clear strategic vision, including a shared understanding of outcomes and priorities, and a clear agreed plan of how services should sequence and complement each other.</p> <p><i>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.</i></p> <p>The DWP member of staff is at present located within the Resettlement Department alongside other resettlement service providers. They are provided with an office with space for private interviews and have a standalone broadband and telephone line. The EBA attends the Reduce Re-offending meeting and has access to NOMIS which allows them to gain information on discharge data. JCP staff provides a monthly report</p>

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	<p>to the Governor identifying those offenders that they have engaged with along with statistics on 'non attendance for interviews'. We will review the resource that DWP needed as these are likely to increase as Universal Credit is rolled out. With the roll out of Resettlement Prisons we have identified a larger more central location that we will move the provision to. This will bring together the TTG services and provide a more joined up process.</p> <p><i>2c) 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.</i></p> <p>HMP Stanford Hill is working closely with providers of healthcare and substance misuse services to provide equivalence of access to services in custody as in the community. 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.</p> <p>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. There is a Quality Board that meets bi-monthly. This board is an integrated healthcare provider forum which aims to ensure systems and procedures are in place. It oversees three work-streams; Patient Safety, chaired by RAPT, Clinical Effectiveness Chaired by Prison GP, Patient Experience, Chaired by Mental Health provider. These local clinical governance groups identify and manage risks as they emerge and as we forecast them, share good practice and discuss particularly complex cases. This governance provides a mechanism to identifying and addressing delivery and strategic issues such as planning around continuity of care and forthcoming impacts of changes to the estate from the Transforming Rehabilitation Programme. We are developing a Local Delivery Agreement in line with the National Partnership Agreement between NOMS, NHS England and Public Health England.</p> <p>We are also working closely with health and substance misuse providers to promote recovery from addiction by working to reduce the supply of drugs and alcohol into prisons and the diversion of prescribed medication through appropriately sharing of information and intelligence. Our Drug and Substance Misuse service (RAPT) has recently moved onto B wing which has encouraged a better joined up approach for our prisoners.</p> <p>Stanford Hill has a 'zero tolerance approach' to illicit items and unauthorised use of drugs and alcohol. Stanford Hill 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.</p> <p>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.</p> <p><i>2d) Work together with local authorities to ensure that the 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</i></p>
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HMP Stanford Hill 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.

We have recently invested in a number of mobility aids which include two electric scooters and have allocated funds in order to purchase adaptive equipment when reasonable adjustments are needed

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

At Stanford Hill we recognise that strong and supportive family ties are key to desistance and reducing reoffending. Our Head of Reducing Reoffending will lead on work to promote positive family links and ensure that our services complement 'Through the Gate' provision. Our visitors' centre will be a place of useful, up to date information for families with signposting and support facilities where appropriate and 'family days' will be held to allow for quality time within a family, especially for fathers and children. Temporary release will continue to enable offenders to maintain and build family links and support child care where necessary. We will develop links with the Local Authority's 'Troubled Families' initiative and share information as appropriate.

2f) 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.

Stanford Hill is committed to working with Swaleside and NHS England to provide resettlement services within the new pathway for offenders with severe personality disorder. The establishment will undertake to train staff and achieve the 'Enabling Environment Award' within the next three years so as to support the needs of all offenders and, more specifically, those requiring progression to an open resettlement prison following therapeutic interventions within Swaleside's Psychologically Informed Planned Environment (PIPE).

2g) Align Services with the 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.

In its role as a resettlement prison, Stanford Hill will work with providers to focus on developing skills for employment. A local needs analysis will determine the precise curriculum needs within the prison and the opportunities in the labour market. Services for offenders under OLASS 4 are already well established focussing on basic needs, preparation for work and training in vocational skills. Our Local Delivery Board monitors performance, curriculum, and funding and shares best practice.

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	<p>Greater access to mainstream learning in the community will be developed, and buildings will be better utilised to offer more shared community/prison provision and improve the offer to offenders in the later stages of their sentence. Closer links will be developed between the vocational training and working out scheme placements.</p> <p>The establishment is committed to working with the Shannon Trust to maintain the Reading Network and 'Toe by Toe' service provision.</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>Standford Hill will continue to develop employment opportunities for prisoners through the 'working out scheme' which involves close liaison with a range of partners. We will also allow for good quality 'preparation for work' courses via the curriculum provision under OLASS 4 and continue working with Careers Advisors to ensure the best possible outcomes. As part of the New Ways of Working, a stronger work ethic within the prison will be instilled with closer monitoring of absence from work and better planning of appointments and temporary release to ensure maximum attendance and productivity.</p> <p>The education and employability provision will support employment engagement events through working with our key partners, established national employers and local employers. This will be promoted through employment events and showcasing good practice and sustainable employment opportunities.</p> <p>Standford Hill will seek to incrementally increase the number of companies with whom working out partnerships may be developed, therefore providing real work experiences for offenders in the community prior to release. The prioritisation of these partnerships will take precedence over the further development / expansion of on-site work activity.</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>HMP Stanford Hill will review <u>the type</u> of strategies we employ, and the services and interventions we offer to ensure that the approaches being used are ones which are effective with our offenders, and that <u>the factors</u> being targeted for change are related to desistance, reduced reoffending and public protection, or a reduction in harmful institutional behaviour. We will draw on local data and evidence, including that provided within the NOMS Evidence and Segmentation Companion Document when completing these reviews and have in place a strategy for developing our use of evidence to inform practice to maximise outcomes</p> <p>HMP Stanford Hill does not deliver offender behaviour programmes within the establishment however has an arrangement with HMP Elmley which allows offenders access to their programme delivery should the need be identified. The following programmes can be accessed via Elmley: Focus on Resettlement, Thinking Skills Programme and Resolve.</p> <p>HMP Stanford Hill's emphasis is on providing employability skills and therefore a development objective for year 1 will be to undertake a curriculum review with our OLASS provider The Manchester college in order to move to more vocational qualifications aligned to the labour</p>

	<p>market.</p> <p>IPPs make up 20% of our population. In order to target our resources based on need, we will plan to refurbish some unused accommodation and convert this into independent living areas. This will then help us to deliver living skills courses such as cookery, parenting and budgeting to this group of offenders. The IPP mentoring service will provide additional support to this high risk group in order to successfully release back into the community.</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>Standford Hill has robust quality assurance processes in place, particularly of risk management decision making processes. The OASys assessments are quality controlled and a process of peer review of ROTL decision-making by the open prisons within the region has been introduced. In addition, during 2014/15, research is planned to evaluate the effectiveness of the IPP mentoring service.</p> <p>A Quality Improvement Group (QIG) monitors activity levels, classroom efficiency and provides an opportunity for providers to align provision and enhance delivery. OLASS provision is continually developed in line with the Common Inspection Framework and the Framework for Excellence and we take seriously our responsibility for the preparation and evidence required by HMIP and Ofsted.</p>
<p>4. <u>Ensure delivery is matched to population, purpose and NOMS outcomes</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>As an open, resettlement prison, resources will be targeted at preparation for release and appropriate risk management to provide well-planned and structured opportunities for temporary release that is balanced with the need for public protection. An action plan is in place to ensure the historical OASys backlog is addressed in order to ensure that risks and needs are being fully assessed to inform case management decisions and the services needed.</p> <p>Upon arrival at Standford Hill, an offender's OASys will be updated along with the sentence plan to prepare for release and resettlement in the community. As offender supervisors will be based on the residential wings and at times supervising the regime, there will regular contact to enable supportive conversations with those offenders that they are case managing. Daily surgeries by offender management link workers will provide more formalised access to raise issues and concerns.</p> <p>With the OLASS4 contract, the curriculum will be aligned to maximise opportunities to embed education into workshops and meet the individual needs of offenders and those of the labour market where they will be resettled. We will focus training in vocational skills that correspond with labour demands in the community. By addressing basic skills, preparation for work and providing training in vocational skills, opportunities for progression will continue through to community work at Stage 1 of the working out scheme and to paid work at Stage 2 placements in the community.</p>

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<p>5. <u>Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes</u></p>	<p><i>5a) Individual needs and characteristics are effectively identified, assessed for significance and monitored.</i></p> <p>We have a number of standard processes for identification and assessment of individual needs, which include healthcare screening and education assessments. Individual needs will have already been identified and assessed before transfer to Stanford Hill. On arrival into Stanford Hill, a prisoners Oasys is reviewed and sentence plan updated</p> <p>Individual needs are monitored through a range of tools such as the OASys sentence plans, ACCT plans, Care plans and Individual learner plans. In addition we monitor the needs of our populations against the services and activities received in order to ensure that appropriate services and interventions are in place and adapted to meet needs, and to ensure that groups with particular characteristics are not discriminated against.</p> <p>Individual needs may arise from enduring characteristics such as age, ethnicity or disabilities or could be more temporary, for example bereavement or depression. We ensure that our staff have adequate training so that they are able to identify offenders who may need additional support and can take appropriate action.</p> <p>Data on all protected characteristics is collected from all prisoners and recorded on Prison-Nomis. A Safer custody peer advisor is used to interview prisoners and identify protected characteristics</p> <p><i>5b) Information on individual need and characteristics is used to sequence and adapt service to individual need.</i></p> <p>Information gained is then used to develop an individualised plan which adapts and sequences services to maximise the benefit to the offender, using OASys which is monitored annually or when a significant change occurs. Additional reviews will occur if necessary.</p> <p>Staff receives information and training to support them in recognising barriers to engagement that may arise owing to factors such as age, sexuality, disability, intellectual function, etc.</p>
<p>6. <u>Deliver priority national or specialist services</u></p>	<p><i>6a) In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Stanford Hill will ensure delivery in the key thematic areas of Intelligence Gathering & Management; Offender Management and Public Protection; and Interventions & Resettlement, as assessed by NOMS HQ.</i></p> <p>HMP Stanford Hill 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 capacity exists, and develop partnerships and a supportive environment to enable delivery where in-house capacity does not exist.</i></p> <p>Stanford Hill is committed to embedding delivery of victim-offender conferences (Restorative Justice) over the next three years. We will work</p>

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within the multi-agency referral system approach to Restorative Justice within Kent with partners, including Police, Probation, IYS, and Victim Support. A local policy and an Information Sharing Agreement have been signed. The main partner is the Kent Criminal Justice Board who will ensure the appropriate transfer of data between the relevant agencies. We have an identified Single point of Contact (SPOC) and two offender supervisors who have undergone Restorative Practices Training.

We have committed ourselves to undertaking a maximum of 4 conferences per year but will signpost appropriate offenders to other agencies. We have a published local Restorative Justice policy that has been signed off by the DDC. This includes agreed referral processes with partners, risk assessment guidance and victim support procedures. We will endeavour to ensure that all offender supervisors undertaking Oasys sentence plan reviews identify appropriate referrals for the RJ process.

6c) Ensure the efficient use of prison places through the development and implementation of local bail strategies and use of HDC for appropriate offenders , including making full use of Bail Accommodation and Support Service.

Standford Hill will, through continually improving risk assessment processes, ensure that offenders suitable for HDC are identified and assessed at the earliest opportunity. The need to prioritise rehabilitation and effective use of the custodial estate will be balanced in all cases with public protection concerns and the need to maintain public confidence. HDC referrals and approvals will be made within the guidance of the existing PSO. We will ensure that appropriate accommodation is arranged through BASS if required and any appropriate support given. Standford Hill will contribute where appropriate to case reviews of further offending whilst on HDC and will share best practice and lessons learnt.

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

Standford Hill will work constructively with ONE3ONE solutions and, through the regional model of business development, will also seek to engage with local companies to increase the value of commercial work available. All work sourced will be subject to the terms of the Code of Practice and will be appropriately priced to ensure compliance with State Aid requirements.

We will seek to incrementally increase the number of companies with whom working out partnerships may be developed, therefore providing real work experiences for offenders in the community prior to release. The prioritisation of these partnerships will take precedence over the further development / expansion of on-site work activity.

The education and employability provision will support employment engagement events through working with our key partners, established national employers and local employers. This will be promoted through employment events and showcasing good practice and sustainable employment opportunities. Workshop places located within the prison boundary have been replaced by an increase in stage 1 community work and training outside of the prison. An increase of 5 offender places on community work has been identified along with twenty new training places outside the boundary in the 'Old Mill Area'. These are linked to employability skills and include bio fuel, construction skills course, catering and HGV training. Stage I and Stage II places continue to increase which will have an impact on the employee availability within the establishment

As part of the New Ways of Working roll out, the length of the working day for offenders will be extended and absence due to

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appointments/home leave will be better planned and more closely monitored to ensure maximum attendance and productivity.

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

HMP Stanford Hill 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 with type of establishment and makes maximum usage of existing/planned facilities. The Custodial Manager in the Offender Management Unit will be the establishment lead for the NOMS video action plan and will establish and maintain relationships with the relevant stakeholders.

Stanford Hill will promote the wider use of video conferencing to support offender engagement with the CJS and community partners. The establishment will improve access to video link so as to support the implementation of Through the Gate services and facilitate efficiencies more widely in the offender management process. There are plans to re-site and up-grade the current video-link to become a 'parole hub' facility thereby facilitating more efficient parole hearings and assisting the parole board which is subject to increasing demands. There is a single point of contact within the establishment who is taking the enhancement of video link services forward along with its effective usage. This will form a development objective.

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. The pathway needs of our offenders are identified on induction and an action plan developed with the offender supervisor, First night staff and our health co-commissioned partners also identify mental and physical health needs. All commissioned services have business and performance objectives ○ Risk Management - All staff make effective use of the information sharing (such as observation book, handover, briefing sheets and security intelligence systems) monitoring mechanisms are part of their core tasks that contribute 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. A Resettlement Magazine is published for offenders twice a year to inform them of service provision ○ IEP - At HMP Standford Hill 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 have published 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. ○ 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, we will set our priorities for the year and ensure that these are published via visible posters at the gate ○ We will measure the impact that we have made by monitoring sentence planning objectives and completions against the take up of rehabilitative activities including numbers and types of qualifications and skills achieved via monthly OMU meetings ○ 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, our commitment to equality is published in our business plan and our engagement with our staff by listen to improve meetings and the Governors full staff meeting. 	
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<p>Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement</p>	<ul style="list-style-type: none"> ○ HMP Standford Hill Establishment Priorities and Statement of Purpose reflect our commitment to building a rehabilitative culture and is publicised at the gate 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 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, there are also a number of vocational training courses that aid employment on release ○ 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 peer workers and identified needs are addressed 12 weeks before release. ○ Prisoners can apply for ROTL to attend the local library and search the internet for job vacancies ○ There is a Work out Scheme running at Standford Hill where prisoners can apply for Community Placements and for Full Time work placements prior to 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 ○ Prisoners are also able to attend local Citizens advice offices, or any other local financial support service via ROTL ○ Bank accounts are provided through the Co-op to those prisoners who have 6 months left to serve but also prisoners can apply for ROTL to attend the local bank to apply for a bank account ○ 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

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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 Standford Hill ○ 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 ○ Offenders can also apply for Community Visits and overnight ROTL to support family ties 	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 ○ Prisoners can also apply to attend the Dentist whilst on ROTL 	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) (substance misuse service provider) - On reception all prisoners have an individual health assessment. Essential immediate clinical needs are met. ○ The Prison is engaged with KDAAT 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
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	448	<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 Harm minimisation workshops 	Via ROTL application to the local support group 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: 122 Of whom 24 are low OGRS	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	

	<p>Of whom 2 are low OGRS and Medium or above on OVP</p> <p>98 are OGRS 50+</p> <p>2 are OVP>60</p>	<p>Offenders will have completed Cognitive skills work before coming to Standford Hill, however should need be identified we will transfer the offender to either Elmley or Rochester to complete the appropriate programme</p> <p>Restorative Justice: Restorative justice will be assessed when the victim and perpetrator is willing to engage</p>	
Indeterminate Sentenced Prisoners (ISPs)	<p>All ISP offenders: 94</p> <p>Of whom 63 are convicted of violent offences and 28 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 release. Intensity of case management for ISPs will vary according to the level of risk the offender presents (including risk of reoffending, violence etc)</p> <p>Bi annual one to one case management sessions will be staged around key events in their sentence and will focus on preparing for release.</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>All Low offenders: 187</p> <p>Of whom 24 are violent and 18 of these are also low on OVP.</p> <p>Of whom 11 are convicted of acquisitive offences</p> <p>And 7 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% +,</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. Successful ROTL and Community Visits including complying to licence conditions. 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 Residential Departments 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 	

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	Most of the acquisitive/drugs offenders have less than 1 year to service.	<ul style="list-style-type: none"> High/Very high ROSH ratings are prioritised for highest level of risk management, which may include monitoring of communication and discussion at inter-departmental risk management meetings in cases of greatest concern <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%	All medium offenders: 141	<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, 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>Restorative Justice: Restorative justice will be assessed when the victim and perpetrator is willing to engage</p>	
High likelihood of any reconviction OGRS 50- 74%	<p>All high offenders: 99</p> <p>Of whom 15 are recalls</p>	<p>Medium intensity case management will be made available to as many offenders in this OGRS band as resources will allow. We will begin by prioritising violent offenders with OVP 30%+, offenders that have a SARA above low and all indeterminate sentenced offenders for this level of service</p> <p>Medium intensity case management includes: one to one supervision, recognising achievements/reflecting on setbacks and planning for positive change, motivation to maintain or make progress, consolidate learning, observe changes in behaviour or attitudes etc. This is a large group so we will schedule one to one sessions in response to events in each case, with the frequency and length of appointments increasing for those closest to release date, where key work/activity is still required</p> <p>Short sentence prisoners and those in the last 12 months of their sentence in this OGRS band who are nearing the end of their sentence, will be prioritised to access rehabilitative services to support their resettlement needs, including ROTL, community work and training. Contact will be made with public protection agencies, as required, in preparation for release</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 Harm minimisation workshops, or for greater intervention access to the Sheppey closed sites for treatment. Offender Supervisors will work to motivate and encourage acquisitive offenders to</p>	

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		<p>take part in drug treatment Offender Managers may find places in the community for further work</p> <p>Accommodation</p> <ul style="list-style-type: none"> o Resettlement Accommodation assessment o Shelter Advice <p>Employment</p> <ul style="list-style-type: none"> o OLASS provision of employability skills including CV writing and interview techniques o St Giles - mentoring support to gain employment o Work Out Scheme - Community Work, Training and Employment on ROTL <p>Families</p> <ul style="list-style-type: none"> o Family days/family link worker - all offence types, to develop and maintain family contact 	<p>Rolling programme throughout the year</p> <p>10 per month</p> <p>2 per year</p>
Very high likelihood of any reconviction OGRS 75-89%	<p>All very high offenders: 21</p> <p>Of whom 8 are convicted of acquisitive offences.</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-offending. Where resources allow, we will particularly prioritise the highest OGRS, OVP, 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 their Offender Manager and 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 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%	There are no extremely high 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 and OVP, and indeterminate sentenced offenders approaching a key stage in their release plan.</p> <p>As part of our case management approach for this risk group, offenders are referred to Offender Manager in the community for post release supervision and support</p>	

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		<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>	
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Table 5: Accredited Programmes provided in the establishment	
Does this establishment deliver NOMs Commissioned accredited programmes?	No

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)
2a, 4b	<p>To ensure the effective transition of the population in line with the reconfiguration estate review recommendations during 2014, to support the introduction of the 'Through the Gate' arrangements and to improve the coordination of partnership working and sequencing of the offender journey:</p> <ul style="list-style-type: none"> • To undertake a needs analysis of our population, review the Rehabilitation Strategy and produce an improvement plan for HMP Stanford Hill by September 2014 • To ensure effective partnership working by ensuring there is better coordination and processes in place for sharing information by September 2014 • To review the membership of the Reduce Reoffending Meeting by September 2014 to ensure all partners contribute • To review Induction process by July 2014 to ensure that initial needs are assessed and that there is appropriate allocation and sequencing to activities. 	Yes
1d, 5b	<p>To ensure effective Risk Assessment arrangements are in place (reference to the proposed dynamic risk management model proposed under NWoW Phase 3) to support offender progression and particularly ROTL.</p> <ul style="list-style-type: none"> • To implement the recommendations of the national review of ROTL in accordance with the time-scales set by the project implementation board. • To participate on an ongoing basis in cross site quality assurance of Risk Assessment arrangements with other open prisons within the region • To reduce OASys backlogs and maintain improvements over the next three years. • To develop a strategy for extending the use of Video Conference facilities by 2015 in order to become a parole hub • To promote the use of RJ and ensure that we undertake 4 RJ conferences per year • To encourage our partners during 2014 and on an ongoing basis to share information by submitting reports for risk boards, using NOMIS when engaging with offenders and contributing to sentence planning objectives 	Yes

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1f	<p>To input into the national strategy regarding the management of legal highs and introduce and share best practice across the region. With increasing levels of use of legal highs, the establishment will seek to become a pilot site for testing arrangements as soon as these become available.</p> <ul style="list-style-type: none"> To establish a 'drug recovery area' on B wing in partnership with the substance misuse service by September 2014. To introduce regular CBDT for risk assessment purposes in March 2014 	Yes
3a	<p>To review by November the type of strategies we employ, and the services and interventions we offer to ensure that the approaches being used are ones which are effective with our offenders, and that the factors being targeted for change are related to desistance, reduced reoffending and public protection, or a reduction in harmful institutional behaviour. We will draw on local data and evidence, including that provided within the NOMS Evidence and Segmentation Companion Document (available at www.justice.gov.uk/about/noms/commissioning.) when completing these reviews and have in place a strategy for developing our use of evidence to inform practice to maximise outcomes.</p>	Yes
6d, 3a	<p>To ensure the maintenance of existing on site work spaces but seek to grow external work placement opportunities at growth level of at least 10% next year with a view to reviewing growth plans after that.</p> <ul style="list-style-type: none"> To ensure effective allocation arrangements and monitor regime take up in work areas to ensure that offenders attend work during 2014. This will be supported by the use of IEP. To review the Work Out policy by July 2014. To review the OLASS curriculum in order to provide more vocation training and employability skills during 2014. To review the Prisoner Pay Policy by April 2014. 	Yes
1c, 1a, 1b	<p>To ensure that the experience for both prisoners residing and staff working in our prisons is improved.</p> <ul style="list-style-type: none"> To gain the 'Enabling Environment Award' by April 2016, this will seek to enforce the importance of staff and offender relationships as a basis for delivering real reductions in reoffending. To be recognised as an 'Investor in People'. Success in this area will be monitored through MQPL and SQL in the first instance. To develop a staff training plan to address 'Every contact Matters' that includes the roll out of KUF training by 2015 To roll out an ongoing programme of Listen to Improve meetings with staff at Standford Hill during 2014 To develop prisoner engagement and communication by weekly prisoners bulletin and Prisoner Consultative Committee during 2014 To better meet the needs of specific groups such as older prisoners and lifers by undertaking regular support meetings from May 2014 	Yes

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2a, 2h	To develop community links and engagement focussing on the 'Old Mill' area outside the prison perimeter by expanding the 'Internet café' and developing workshops that both prisoners and the community can access on an ongoing basis. To ensure 'green' and environmentally sustainable initiatives underpin the work that we do.	No
4b	<p>To develop the Standford Hill regeneration project plan in 2014 with a view to modernising the prison and strengthening its resettlement identity over the next three years. This will include a business plan for the refurbishment of 'Rolls Avenue' to provide independent living opportunities for Indeterminate sentence prisoners in preparation for release.</p> <ul style="list-style-type: none"> The Review of OLASS curriculum in 2014 will identify Living Skills qualifications for this group of prisoners 	No

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	No	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.	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.	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.	No
Visits - Services for Visitors	Visitors receive information through a variety of media regarding relevant support services.	No
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.	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	No

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)	11.5 hours daily	Open Prison Regime – access to open air exceeds minimum requirement
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 person	

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
Enterprise/Contract Services	Recycling	16	2	28.75	£0	£0	£20,000	£0	£0	£0
Land Based Activities	Gardens	25	3	28.75	£0	£0	£0	£0	£0	£0
Printing	Printing	20	2	28.75	£0	£65,000	£15,000	£0	£50,000	£10,000
Non Effective cover										
Total		61	7	86.25	£0	£65,000	£35,000	£0	£50,000	£10,000

Table 8b: Services (not industries)

Table 8b CU095b (Hours Worked in Services) – this should contain services that are measured under this specific metric			
Activity Service Code	Service Description	Maximum number of prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
HU1A Wing Activities	All wing domestic duties	26	812.50
HU2B Wing Activities	All wing domestic duties	26	812.50
HU3C Wing Activities	All wing domestic duties	5	156.25
Works Department	Assisting works staff with maintenance	23	718.75
Other Occupations	Range of roles including gym/peer workers/stores	40	1304.00
Sub total		120	3804.00

Table 8c- other permanent activity places

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

Table 8c: Other Activities			
This should contain activities that are not in scope of either CU095a (Hours Worked in Industry) or CU095b (Hours Worked in Services) metrics.			
Activity Service Code	Activity Description	Maximum number of FTE prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
Basic Key Skills up to level 2	Maths & English (Functional Skills)	20 sessions per week, 1,000 sessions per annum, 16 learner spaces per week, (800 per annum), 26.75 hrs per week and 2,675.00 hours per annum.	See below
Core Education Classes	All courses	110 sessions per week, 5,390 sessions per annum, 948 learner spaces per week, 42,720 per annum, 346.75 hours per week, 15,214.50 hours per annum.	346.75
Education Induction Assessment	Induction & Assessment	4 sessions per week at 11hrs (200 sessions per annum, 550.00 hrs per annum) number of FTE prisoner places unknown	44.00
Education leading to accreditation	All courses leading to accreditation	Combined information supplied	
PE Leading to QCA Qualifications	Nil		
Skills training leading to Accreditation	BICs, MotorMex,	30 sessions per week, 220 learner spaces per week, 1,052.00 spaces per annum, 80.25 hrs per week, 3,852.00 hrs per annum	371.5
ROTL	All forms of ROTL including Working	Average of 3,400.00 per month Stage 1 Resettlement – 149	4800
Prison Induction Courses/Interviews		Average of 10 prisoners per week for 5 days	312.50
Other			
Sub total			5874.75
Table 8 Total			9,678.75

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 32m	3h 28m	0h 09m	0h 40m	0h 38m	9h 28m
Tue	6h 29m	2h 34m	0h 12m	0h 45m	0h 42m	10h 44m
Wed	5h 29m	4h 08m	0h 12m	0h 48m	0h 44m	11h 22m
Thu	5h 16m	4h 00m	0h 12m	0h 46m	0h 43m	10h 59m
Fri	4h 43m	3h 44m	0h 10m	0h 44m	0h 42m	10h 06m
Sat	0h 14m	8h 12m	0h 00m	0h 44m	0h 00m	9h 11m
Sun	0h 04m	8h 40m	0h 00m	0h 45m	0h 00m	9h 30m

5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	5h 18m	3h 35m	0h 11m	0h 45m	0h 42m	10h 32m

7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	3h 50m	4h 58m	0h 08m	0h 45m	0h 30m	10h 11m

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																		100.00 %
		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 %	90.00 %
CU003	Absconds	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		16.88	16.88	16.88	16.88	16.88	16.88	16.88	16.88	16.88	16.88	16.88	16.88	16.88	16.88	16.88	16.88	16.88	
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)	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	
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
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)	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.40
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU067	HMIP Resettlement	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.95

OFFICIAL

			3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU075	HMIP Respect		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.79
			3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU077	HMIP Safety		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.92
			3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU078	HMIP Purposeful Activity		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.58
			3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU076	MQPL Safety		3.00	3.00	3.00	3.00	3.00	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 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	100.00 %
CU043	Generic Process (GPP) Parole	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 F Forms	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU089	ViSOR Effectiveness (Prison)	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %

Interventions

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU019	Sex Offender Treatment Programme (SOTP) Completions																		942
CU021	Offending Behaviour																		

OFFICIAL

	Programme Completions	(OBP)												0.00	0.00				0.00	6,456.00
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Regimes

			Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU013	Settled Accommodation on Discharge		92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	
CU014	Training / Education on Discharge		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 %	
CU015	Employment on Discharge		43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	
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 Absence	Sickness																		
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 (CO2e)	Efficiency																		
CU081	Prison Cost Analysis (PCA)																			