



National Offender  
Management Service

**Annex to Kent and Sussex  
Service Level Agreement  
for Prison Services Commissioned  
by the National Offender  
Management Service from the  
Public Sector Provider**

**Between**

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

**Her Majesty's Prison Service**

**for**

**HMP FORD**

**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 Ford
Establishment type	Open resettlement
Specialist function	
Security Category/ Categories:	Category D only
Annual Operating Price	To be agreed

### 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	521
Operational Capacity	531

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:	Determinate prisoners with a Maximum of 5 years to serve prior to Non parole release date or 2 years to Parole Eligibility Date or best fit, ISPs accepted on lifer unit
Offence Type:	Sex Offences by arrangement only, governor approval must be obtained for Harassment Act and restraining order prisoners to be accepted
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 Ford is an open prison holding male prisoners aged 21 and over. The population is mainly comprised of longer sentenced determinate prisoners. This establishment mostly holds prisoners sentenced at courts in the London and the South East regions and receives most of its prisoners from the training estate as appropriate to prisoner resettlement needs.*

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

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	13	N/A	N/A	13
Determinate prisoners serving 12 months or more but less than 4 years	N/A	N/A	N/A	52	N/A	N/A	52
Determinate prisoners serving more than 4 years	N/A	N/A	N/A	300	N/A	N/A	300
Indeterminate prisoners	N/A	N/A	N/A	156	N/A	N/A	156
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	NA	NA	0
Discretionary							
Total	0	0	0	521	0	0	521
Resettlement	Yes	Reset %		All	Reset No.		NA
Specialist Function	National Resource						

## SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions	
CI Title & No.	Response to Commissioning Intention
<b>1</b> <u>Enhance</u> <u>Public</u> <u>Protection and</u> <u>ensure a safe,</u> <u>decent</u> <u>environment</u> <u>and</u> <u>rehabilitative</u> <u>culture</u>	<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>HMP Ford promotes a community culture whereby staff and offenders are encouraged to foster open and honest relationships; offenders are encouraged to take responsibility for their own well being and development with the support of staff, peers and services available. Within this inclusive culture we will actively promote an environment whereby offenders have a sense of self worth and belief to do better for their futures which will contribute to their successful re-integration back into society thus reducing reoffending. HMP Ford runs the community ethos in line with a community within society promoting compliance, tolerance, acceptance and ownership.</p> <p><i>1b) All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.</i></p> <p>Our intention is to support Offenders address their risk factors thus allowing them to progress through the resettlement provision / interventions; however Offenders that continually display non-compliance or a non-desire to change or address their risk factors will be considered as unsuitable to remain at Ford.</p> <p>At HMP Ford we promote a Community environment where staff, Offenders, and Partners work collaboratively to support, encourage and influence positive change in addressing Offender behaviour and resettlement needs. Offenders are encouraged to take personal ownership and desire to make the appropriate changes that will assist them to change their lives.</p> <p>In the early part of 2014-15 MQPL and SQL will visit HMP Ford to carry out an assessment on our current strengths and weaknesses in respect to relationships and current ethos. The results of which will allow us to carry out competitive interrogation and further improve, and build on, the solid relationships developed in the last few years, which was recognised in the last HMIP visit in August 2012.</p> <p>HMP Ford will develop and implement appropriate awareness and training sessions to further develop the skills, competencies and attributes to further support and maximise the effectiveness of their contributions with offenders which will contribute to fostering better relationships; this will</p>

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	<p>not only benefit the individual offender but will have an overall effect on the Ford “experience” and in addition the operational stability which will further promote safety and well being for staff, offenders and visitors.</p> <p><i>1c) Efforts are made to ensure offenders experience the environment as safe.</i></p> <p>In the next year HMP Ford will deliver the Recode training that we ran out prior to the HMIP Inspection in 2012. This will include staff and Offenders working in collaboration. This will form one of our development objectives.</p> <p>Part of the Community Environment/rehabilitative culture includes an effective and integral contribution from the Offenders Consultative Committee (Council) who works alongside staff to promote this ethos.</p> <p><i>1d – 1g</i></p> <p>See Regional SLA</p>
<p><b>2</b> <u>Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners</u></p>	<p><i>2a) There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.</i></p> <p>HMP Ford will maximise investment of all partners and providers delivering services for offenders and the outcomes by ensuring they experience a seamless and joined up service. By October 2014 we will review who we work with and how we work with them and ensure that all contracts and service level agreements demonstrate how each service fits within the overall strategic context of the establishment. This review will include all statutory and non statutory, existing and new partners and providers (including by anticipating any changes as a result of Through the Gate). We will develop a plan which describes how, within (time) we will deliver:</p> <ul style="list-style-type: none"> <li>• A clear shared strategic vision for how services align to maximise outcomes and create an integrated, seamless offender management service (including a shared understanding of outcomes and priorities)</li> <li>• A clear agreed plan of how services sequence and compliment each other, providing continuity of services to offenders both within and across prisons (facilitating the needs of all providers and contractual partners to allow them to effectively deliver)</li> <li>• Leadership which actively enables and integrates services, where partnership working arrangements improve performance and aid resolution of issues</li> <li>• An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others</li> <li>• An agreement on how to safely use and share data and information</li> </ul> <p>Progress will be monitored against the plan through quarterly meetings with the Business and Community Development Manager, Head of Reducing Reoffending, Regional Head of Learning and Skills and Enterprise and Through the Gate providers and at a regional level with the DDC. Relevant actions from these meeting will be used to develop and improve the services.</p>

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<p>HMP Ford shall work closely with ONE3ONE solution to further develop prison work in line with the breaking cycle paper. The drive will be for industries to link with outside opportunities to enable Offenders to progress to external employment whilst in custody. By March 2015 150 Offenders will be engaged in external activities that support employability.</p> <p>Throughout 2014-15 the provision of services and interventions for offenders will change significantly due to the reviews of TTG, TR, CRC and NPS which will require the prison to change their attitudes and thinking to a more holistic and collaborative approach in delivering the appropriate services to benefit the offenders and their future reducing reoffending. We will foster an inclusive culture whereby Senior Managers will be given responsibility to work along side the appropriate contractor or provider within their area of responsibility with the knowledge of what is required and how it will be achieved.</p> <p>In the early stages of transition to the new ways of working Governance and Assurance meetings will be key to the effective integration and effective change in how we deliver services and interventions. To further enhance this integration process we would map and manage the new relationships through the MTT Risk Register allowing us to monitor, respond and action where appropriate.</p> <p>As part of the MTT process the change in culture is one of our biggest challenges, this will also include how services and interventions are provided. Therefore we will need to ensure that staff and offenders are educated appropriately to those changes that have been custom and practise for many years to how we will deliver in the future.</p> <p>A clear message will be given to staff that our successes as a resettlement prison will rely on successful partnership working and delivery which needs to encompass shared vision and purpose which in turn will give fundamental outcomes for offenders.</p> <p>Business as usual will now include a more prominent representation from our service providers and will be inclusive to our consultation with staff and offenders.</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>HMP Ford will work with the Department for Work and Pensions (DWP) to ensure that all offenders being released have access to information, advice and guidance regarding the Work Programme. The establishment will ensure that appropriate facilities are in place for Job Centre Plus advisors to work and that offender's attend the sessions appropriate to their specific needs in the 3 months prior to their release. This will enable advance claims for Jobseeker's Allowance and timely referrals to the Work Programme.</p> <p><i>2c) In England – work together with NHS England and Public Health England in line with the National Partnership and Co-commissioning Agreement to ensure that NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody support both health and justice outcomes.</i></p> <p>HMP Ford is working closely with providers of healthcare and substance misuse services through our local Healthcare Delivery Board which meets (frequency if you have one) and representation of healthcare on the establishments SMT through (who). This governance provides a mechanism to identifying and addressing delivery and strategic issues such as planning around continuity of care and forthcoming impacts of</p>
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	<p>changes to the estate from the Transforming Rehabilitation Programme. We are developing a Local Delivery Agreement in line with the National Partnership Agreement between NOMS, NHS England and Public Health England. Our shared priorities from April 2014 include (retendering of health services by April 2016. We are also working 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 information and intelligence.</p> <p>HMP Ford will monitor and develop Partnership working as Business as Usual and all contributors will feed into contract meetings; thus giving assurance as detailed on the individual Service Level Agreements. This will include the sharing of information in line with current Legislation to enhance our services to the offender.</p> <p>This collaborative partnership working approach will have positive outcomes for offenders on their journey of resettlement.</p> <p>The relationships with our Healthcare providers will be further enhanced with the introduction of Governance and Assurance meetings which will allow both agencies to contribute towards future development; this will include consultation with our Offender population to ensure we are meeting their needs. Local delivery arrangements will be further enhanced with the introduction of the community rehabilitation companies which will allow better support for offenders post release.</p> <p>A Health Promotion Group is to be developed which will include contribution from the local service deliverer, staff, offenders and West Sussex County Council. This will allow the Group to promote Health initiatives in line with the community. Healthcare will carry out a needs analysis which will feed into the future development of the Health Promotion Group and the general day to day service on offer.</p> <p><i>2d) In England – work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves.</i></p> <p>HMP Ford will commit to strengthening and embedding relationships with local authorities responsible for adult social care and will engage with Commissioners to procure the new services from 2015 to enable continuity of care between establishments and those who are released from custody.</p> <p>We will work towards a specific set of aims which will include:</p> <ul style="list-style-type: none"> <li>Sharing of information when a person is committed to custody</li> <li>Assessing need when in custody</li> <li>Procuring appropriate equipment</li> <li>Ensuring care transfers between establishments</li> <li>Planning for release</li> </ul> <p>Kent &amp; Sussex, as a 'Duty to Co-operate Agency' is participating fully in a self-assessment framework, in collaboration with the Safer Arun partnership and Arun District Council, with the purpose of providing a consistent framework to assess, monitor and improve safeguarding adults</p>
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arrangements, in advance of legislation anticipated in the near future.

The framework has been developed to enable use by a range of organisations, utilising the Solihull Safeguarding Adults Board tool and 'Safeguarding Adults: Advice and Guidance to Directors of Adult Social Services' (March 2013).

HMP Ford will work together with local authorities to identify the needs of offenders with care and support needs, procure appropriate equipment and plan for release to ensure continuity of care. Prisoners with learning difficulties/disability and physical disability need equivalence of care as in the community and appropriate plans in place in preparation for release. The establishment will commit to strengthening ties with local authorities which, subject to the passage of the Care Bill, from 2015 will gain responsibility for social care within our setting.

The Needs Analysis which will be carried out by the Healthcare providers will give us indicators to work towards which will include identifying specific groups of Offenders with specific needs i.e. Older offenders, those with learning difficulties and offenders with physical disabilities.

The Head of Healthcare and Head of Safety, Equality and Residential Services are working on processes and procedures to further enhance our palliative care and end of life care which will promote an exceptional service if and when necessary which will reflect that offered in society.

The Care Bill currently going through Parliament may have an impact on the way we deliver Health Services and both the prison and providers will respond accordingly as and when necessary to ensure compliance with any new legislation.

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

HMP Ford recognises 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.

Risk assessed temporary release will continue to enable offenders to maintain and build family links and support child care where necessary. We will establish relationships with our Local Authorities and a shared delivery plan which will include sharing aggregate and individual data to identify families meeting the Troubled Families programme criteria. A needs assessment will be completed by the end of September 2014 to assist with the delivery plan.

The ROTL Review is likely to have a massive impact on the frequency of ROTL periods, however, until the report is released this cannot be confirmed. At present ROTL is presumptive and freely available when an offender reaches the appropriate point in his sentence and has gone through robust Risk Management procedures. This allows frequent contact with friends and families.

Within our community ethos we encourage regular and healthy contact with friends and families, we do this in two ways; the day to day interaction, encouragement and mentoring of offenders by staff and their peers and secondly, by promoting exceptional visiting facilities and arrangements for both offenders and their visitors. This includes regular family days which will allow individual offenders quality time with their

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	<p>children and families to repair build and prepare for their release.</p> <p>We offer Relate services through our Chaplaincy department which allows expert intervention to support and develop relationships between offenders and their loved one. Manchester College deliver a parenting course which can be accessed on demand.</p> <p>Close working between the Offender Supervisor, Offender Manager and the Offender allows clear planning for ROTL periods which will include structure, format and measurable outcomes of all absences. This will prepare them for their release back into the family unit.</p> <p><i>2f) In England – Continue to improve access to a pathway of new and existing services for offenders with severe personality disorders. Services are primarily targeted at men who present a high risk of serious harm to others and women who present a high risk of committing further violent, sexual or serious criminal damage offences. Services are co-commissioned with NHS England Specialised Commissioning to support health and justice outcomes.</i></p> <p>Not applicable to HMP Ford.</p> <p><i>2g) In England – Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to make prisons places of work and strengthen the focus on employability. Enhance access to mainstream learning and employment services for offenders on return to the community.</i></p> <p>The Head of Learning and Skills and/or Head of Reducing Reoffending facilitate monthly prison based multi-disciplinary partnership meetings to discuss all aspects of learning and skills delivery and performance. A quarterly Quality Improvement Group is facilitated and the Head of Learning and Skills holds regular formal and informal meetings with the provider Education Manager. The group(s) report to the Cluster OLASS/Learning and Skills meeting facilitated by the lead Governor and in turn the Regional Governance Board, chaired by the DDC/Regional Head of Learning and Skills and Enterprise. This ensures alignment with regional and national learning and skills policy and priorities and the movement of funds, where deemed appropriate. We have clear agreed governance for our meetings; minutes are recorded and action plans in place.</p> <p>We access reliable labour market information pertaining to the areas into which offenders will be released. This is used to inform our curriculum which is reviewed on-going, so as to meet the needs of a diverse and changing prison population and maximise employment opportunities. We have established good relationships with employers and colleges in resettlement and we regularly refer offenders to them. Offenders who are reaching the end of their custodial sentence (1yr to 18 months) are undertaking vocational training and preparation for employment. They are supported by the National Careers Service in career planning.</p> <p>All offenders are screened for functional skills needs on reception and, where a need is identified, a full assessment is undertaken by the OLASS provider and maths and English courses are offered as a matter of priority. Our regimes are planned so as to reduce any interruption to an offenders learning; sentence planning and IEP are used to effect in securing offender engagement in their learning. Working in collaboration with our OLASS provider, we are closely monitoring recruitment, attendance and punctuality and we are planning and maximising our resources to ensure that prisoner achievement is optimised, using our OLASS budget to the full. Data is collected and a report to the Governor, Cluster</p>
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	<p>Lead Governor and Regional Head of Learning, Skills and Enterprise.</p> <p><i>2h) In England – Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.</i></p> <p>HMP Ford has not only to be aware of the local labour market, but also national trends due to the diversity of the geographic discharge areas of its offenders. LMI data is secured from both local sources, DWP and NCS. Subsequently it seeks to establish work opportunities with national employers at local level to secure portability of employment opportunities. Local relationships exist with Sainsbury PLC and Travis Perkins in pursuit of this aim. At a local level a relationship has been established with World of Books based in Goring, which has an ‘in house’ workshop facility, which can be followed up with paid work in the community at the company HQ, and the possibility of work on release for Sussex residents. Ford will continue to pursue within available resources further local and national opportunities of this nature. Ford seeks to work in collaboration with near neighbour Lewes to determine a County based approach to learning and development for offenders to ensure they are ‘employment ready’ on release and OLASS provision is commissioned with this strategy in mind. HMP Ford also works with a range of charitable groups who provide ROTL opportunities for voluntary work.</p> <p><i>2i) Continue to work with the Welsh Government and its devolved agencies to ensure alignment between offender services directly commissioned by NOMS and the Welsh Government’s devolved responsibilities; to maximise outcomes for offenders, their families and local communities.</i></p> <p>Not applicable to HMP Ford.</p>
<p><b>3</b> <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 Ford will review the type of strategies it employs, and the services and interventions it offers to ensure that the approaches being used are ones which are effective with the type of offenders that receive them, and that the factors being targeted for change are related to desistance, reduced reoffending and public protection, or a reduction in harmful institutional behaviour. It will draw on local data and evidence, including that provided within the NOMS Evidence and Segmentation Companion Document when completing these reviews and have in place a strategy for developing its use of evidence to inform practice to maximise outcomes.</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>HMP Ford will continue with effective monitoring, this will be achieved through positive relationships which have been developed in the past with providers with open engagement and detailed performance reporting; which will be discussed at partnership meetings.</p> <p>The service provided will be monitored through SLA and Contract compliance meetings.</p>

	<p>The services provided by external partners will mirror that of the wider community thus preparing Offenders for a seamless transition back into society.</p> <p>Information and feedback gathered on HMIP Inspections, MQPL's, ACA's, and all external Audit bodies will contribute to our rationale of constant improvement of the services delivered at Ford.</p>
<p><b>4</b> <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>HMP Ford as a Resettlement prison will hold rehabilitation of offenders as its core value. The regime at Ford will be commissioned based on the following: The 'Learner Voice', Needs Analysis, Local Economy, and Labour Market Information and will be core to the offenders needs and not driven by want. Effective delivery will be monitored through key performance targets.</p> <p>The Segmentation data will inform us of the Offender needs and appropriate services to be delivered to address Offending behaviour / risk factors. This will be a fluid process as the population changes.</p> <p>Through partnership working and sharing of information we will be able to highlight Offenders with specific needs to address their specific risk factors. This is currently done through the work of the Offender Development Unit in collaboration with the National Probation Service and Security Department.</p> <p>One of our development objectives will be to embed any new practises or processes arising from the ROTL Review carried out by NOMS and HMIP; this will also include a development and more effective management of OASys.</p> <p>With the release of the ROTL Review the way in which we case manage offenders is likely to change from our current practises. With the introduction of NPS and CRC this will further change the way that offenders are managed during their sentence and post sentence.</p> <p>Offenders with a low OGRS score will require the least amount of supervision and case management, needless to say during the sentence planning it will establish and prompt any interventions or services required to support and address offending behaviour needs and/or Risk factors. Offender Management Unit offers a drop in service to all offenders if their needs or desires change throughout their time at Ford.</p> <p>Offenders with a medium or high OGRS score will work closely with an Offender Supervisor on a one to one basis. This will be based on a pre-social approach and focus on;</p> <ul style="list-style-type: none"> <li>• Recognising achievement</li> <li>• Motivation to maintain or make progress</li> <li>• Reflecting on set back and planning for positive change</li> <li>• Consolidating learning from interventions</li> <li>• Observing changes behaviour or attitudes</li> </ul>

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- Encouraging the offender to own their change

Offenders in the cohort will have access to the drop in sessions as and when required and the OS will meet with them formally on a regular basis/. In addition the Risk Assessment board will monitor and review any risks that may effect their development and reducing reoffending.

Interventions for Domestic Violence and Relate issues are available following consultation with the OS or OM.

For those offenders with high OGRS scores we will offer the same provision for those above however in addition the one to one contact will be on a more frequent and longer basis. This will include collaboration with external bodies such as police, MAPPA, and Social Services etc.

The Inter Departmental Risk Management Committee is an additional forum for the prison to review and monitor the offenders that pose the highest risk of reoffending or harm to the public. The IDRMC will take place appropriate action to protect the public as and when necessary.

All of our Risk Management processes are underpinned and supported by the National Probation Service, Community Rehabilitation Companies and local authorities within the areas we release offenders to.

<p><b>5</b>  <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 Ford. On arrival into Ford, 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 receive information and training to support them in recognising barriers to engagement that may arise owing to factors such as age, sexuality, disability, intellectual function, etc.</p>
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<p><b>CI 6</b> Deliver priority national or specialist services.</p>	<p>6a) In relation to NOMS' approach to the identification, assessment and management of extremist offenders, Kent and Sussex Region will ensure delivery in the key thematic areas of Intelligence Gathering &amp; Management; Offender Management and Public Protection; and Interventions &amp; Resettlement.</p> <p>HMP Ford 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 timescales.</p> <p><i>6b) Deliver victim-offender conferences (Restorative Justice) where capacity exists, and develops partnerships and a supportive environment to enable delivery where in-house capacity does not exist.</i></p> <p>HMP Ford will look to integrate RJ activity with its RR strategy during 2014/2015 in partnership with NPS colleagues and HMP Lewes. Offenders arriving from Lewes who have started the RJ work will be supported in continuing and completing the intervention.</p> <p><i>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.</i></p> <p>HMP Ford will, through continually improving risk assessment processes, ensure that offenders suitable for HDC, BASS and community services will be identified and assessed at the earliest opportunity.</p> <p><i>6d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.</i></p> <p>HMP Ford will develop local growth plans which will seek to optimise existing workshop capacity and explore potential for cost neutral expansion where appropriate. This will include building on increasing the number of working out partnership companies to provide real work experiences for offenders within the community in preparation for release.</p> <p>In the early part of 2014-15 we are hoping t introduce Ministry of Defence work in conjunction with ONE3ONE solutions which feeds into the national picture. External partnership has been brokered with a commercial company (for example World of Books) that will offer work both within the establishment and on ROTL. ONE3ONE have indicated that the Laundry Facility will be part of the national growth plan with investment and commercial contracts being found. HMP Ford contributes to the regional industries growth forum and plays a key role in finding additional work.</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 Ford will develop a strategy for extending use of the video conference facilities consistent with the NOMS Video Action Plan, ensuring that use is consistent with the establishment and makes minimum usage of existing/planned facilities. Esther Dainton as Head of RR 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.

<b>Rehabilitation Services in Custody</b>	<b>Name of Service Service Description</b>	<b>Commissioning Arrangements</b> (NOMS Locally, Regionally or Co-Commissioned)
Staff support and encourage prisoners to participate fully in rehabilitation services	At HMP Ford the individual needs of the offenders are captured during the Early Days / Induction period; this is reinforced by a detailed career plan developed by the National Careers Service (NSC), this will enable the establishment to 'sign post' the offender to the appropriate department that provides the intervention required. These interventions / services are provided by NOMS staff and external partners. Part of the offender's reintegration back into society involves them living within the Ford 'community and as such the offender has to take the responsibility for their own needs; we ensure provision of service and support for any of the offenders that need it.	Local  Co-Commissioned
Prisoners are made aware of their responsibilities in engaging with and accessing services	At HMP Ford we have an effective Offender Consultative Committee (OCC) which was acknowledged by HMIP in August 2012 as good practice; this is a positive vehicle for sharing information straight to the consumer; this enables offenders to feel in control of their self-improvement and take responsibility of their own needs and prepare them for their release.  The 'Focus group' of offenders led by the Chaplaincy department plays a pivotal role in supporting staff to support offenders in signposting to the services they require.  During the sentence planning work the OS will discuss with the offender the services and interventions that they need to access and address their offending behaviour and it is an expectation that the offender will own this plan that ultimately defines their progression. This ownership is now clearly aligned with the revised IEP policy.	Local
Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement	At HMP Ford we have and will continue to develop and mentor offenders through the use of our 'Recode' training package; this is led by staff and involves mixed groups of staff and offenders.  Through highly visible management and our formal weekly management walkabout we have increased our contact with staff and offenders; this has enabled us to promote the 'Every Contact Matters' agenda.  At HMP Ford we have extended our work in addressing the anti-social behaviours and attitudes in partnership working with Southern Railways and their staff.	Local
Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	At HMP Ford the curriculum is inclusive; all offenders have access to education and training. This supports the development of relevant and specific learning and skills. The regime is full and offers the opportunity of vocational and academic progression, the established relationships with external employers and colleges provides realistic links to future employment.  The prison has a fully functioning community resettlement (CRT) team who facilitate 2000 releases into the community for employment, training and education per month.	Local  Co-Commissioned

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Prisoners can access services that enable them to manage housing needs created as a result of their custody.	At HMP Ford we have a Business Administrator who coordinates housing advice and signposts to external providers where appropriate.	Local
Prisoners can access services that enable them to seek settled and suitable housing for release.	Stonham and BASS are the main providers of accommodation services to Ford; we constantly seek to develop new partnerships.  Strong links with the Citizen's Advice Bureau support the housing provision.	Co-commissioned (Voluntary)
Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	Manchester college provide financial management qualifications to offenders on a need basis. There are elements of financial advice contained on the Virtual Campus which all offenders have access to.	Co-commissioned
Prisoners can access available services which enable them to address their family welfare and family support needs.	Offenders at Ford can access Relate services which assists them to improve important relationships and concerns on how things might work out past release,  Manchester College as part of their curriculum deliver a parenting course on a needs basis.  We facilitate Resettlement Day and Overnight Release which allows offenders, supported by their OS and OM to maintain family links and relationships.  For those offenders not assessed as suitable for ROTL we provide access to social visits and extended family days on a regular basis.	Local  Co-commissioned (Voluntary)
Prisoners have equivalence of access to health services in custody as in the community.	At HMP Ford we have an onsite medical centre that is a commissioned service through NHS England; it provides comparable medical support to that of the community.  This provider works collaboratively with us to deliver 'well-being' events, smoking cessation, blood donating and other related health events.	Co-commissioned
Prisoners can access treatment, services, advice and support around drug and alcohol needs.	DART is available at Ford by CRI provider. This service provides Counselling, Advice, Referral and Treatment Scheme. Offenders may self refer to DART for assessment. The DART team provide a drug rehabilitation referral service for offenders who are on their case load are assessed as in need of such a service on release.  Alcoholics Anonymous, Cocaine Anonymous, Narcotics Anonymous and Gamblers Anonymous are an external service that we support offenders in accessing.	Co-commissioned  Co-commissioned (Voluntary)
Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.	Prisoners are provided the contact details and enabled to engage with existing appropriate community based services that support victims of domestic violence, rape or abuse	Local Authority Co-commissioned

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Prisoners who have been sex workers can access services that offer them advice and support.	Prisoners are provided the contact details and enabled to engage with existing appropriate community based services that support sex workers	Local Authority Co-commissioned
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**Table 4b: Rehabilitation Services - Additional Services Offer**

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

<b>Segment</b>	<b>Total no. of Prisoners within Segment</b> <ul style="list-style-type: none"> <li>Use the segmentation data tool on the NOMS Performance HUB to get the numerical data you need to populate this column</li> </ul>	<b>Strategic approach to meeting the needs of the segment</b>  <b>Title and description of rehabilitative services/interventions and case management activities</b> <ul style="list-style-type: none"> <li>Give the title and a brief description of the case management activities offered to offenders in each segment</li> <li>Give a brief description of the range of rehabilitative services and interventions offered to offenders by segment. Include any accredited programmes on offer.</li> <li>Use the guidance on targeting in Commissioning Intention 4a</li> <li>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.</li> </ul>	<b>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</b> <ul style="list-style-type: none"> <li>For accredited programmes give the number of completions</li> <li>It is not necessary to record volumes for case management activities</li> </ul>
All Offenders – where service targeted by need rather than risk			
Sexual Offenders	0	The establishment does not accept sexual offenders.	
Violent offenders	158	<p>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).</p> <p>We will take OVP into consideration when targeting activities and services for violent offenders</p> <p>Offenders will have completed Cognitive skills work before coming to Stanford 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	94	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	

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(ISPs)		<p>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) 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%	202	<p>This segment of the Population is the largest proportion of Offenders at HMP Ford with majority of these being sentenced under Acquisitive, Violence and Drug related offences.</p> <p>Within the segment there are approximately 40% of the population. Those sentenced under Drug, Acquisitive or violent offences make up most of this percentage with a small portion serving sentences for Robbery, Motoring or Other Offences.</p> <p>HMP Ford is a community where staff support and encourage Offenders and interact positively. HMP Ford has a rolling training programme for all staff to complete Recode.</p> <p>Evidence shows that Recode Training and positive staff interactions have promising result in reducing the risk of re-offending for all offenders within this Risk Level.</p> <p>Accommodation Services are offered to this segment of offenders. These include; Citizens Advice Bureau, Housing Advice Team and Stoneham Housing,</p> <p>This is for those Offenders within this risk level sentenced under Violence , Robbery and Acquisitive offences (85% of this group) as there is evidence to show promising results when helping to secure, manage and maintain suitable accommodation.</p> <p>Offenders within this risk level carry out Employment within one of the Prisons work-parties or within the community. Employment within the community includes Community Service, Work Experience or Paid Work. This is accommodated through ROTL once Risk Assessments have been carried out. There is also sponsorship for training in partnership with established providers and this gives opportunities for work experience and employment. Further rehabilitation Services available for employment, include: Job Centre Plus and NCS.</p> <p>Securing, managing and maintaining suitable employment is targeted for those offenders within the Risk Level sentenced for violence, Robbery, Acquisitive and Drug offences. There is no evidence to suggest this of those sentenced under Motoring or other offences. Under the regime there are 521 work places available to accommodate all Offenders within employment.</p> <p>Working out within the community there are in excess of 100 full time placements (Training,</p>	

		Education and Employment) available.	
Medium likelihood of any reconviction OGRS 25-49%	163	<p>This segment of the Population is the 2<sup>nd</sup> largest proportion of Offenders at HMP Ford, with a high proportion (63%) of these being sentenced under Violence and Drug related offences. There are a percentage of offenders within the segment for each of the offence types.</p> <p>Within the segment there are approximately 32% of the offender population.</p> <p>HMP Ford is a community where staff support and encourage Offenders and interact positively. HMP Ford has a rolling training programme for all staff to complete Recode. Evidence shows that Recode Training and positive staff interactions have promising result in reducing the risk of re-offending for all offenders within this Risk Level.</p> <p>Accommodation Services are offered to this segment of offenders. These include; Citizens Advice Bureau, Housing Advise Team and Stoneham Housing. This is for those Offenders within this risk level sentenced under Violence, Robbery and Acquisitive offences (63% of this group) as there is evidence to show promising results when helping to secure, manage and maintain suitable accommodation.</p> <p>Offenders within this risk level carry out Employment within one of the Prisons work-parties or within the community. Employment within the community includes Community Service, Work Experience or Paid Work. This is accommodated through ROTL once Risk Assessments have been carried out. There is also sponsorship for training in partnership with established providers and this gives opportunities for work experience and employment. Further rehabilitation Services available for employment, include: Job Centre Plus and NCS.</p> <p>Securing, managing and maintaining suitable employment is targeted for those offenders within the Risk Level sentenced for violence, Robbery, Acquisitive and Drug offences. There is no evidence to suggest this of those sentenced under Motoring or other offences. Under the regime there are 521 work places available to accommodate all Offenders within employment.</p> <p>Working out within the community there are in excess of 100 full time placements (Training, Education and Employment) available.</p> <p>Alcoholics Anonymous, Cocaine Anonymous, Narcotics Anonymous and Gamblers Anonymous is a fellowship of men and women who share their experience, strength and hope with each other that they may solve their common problem and help others to recover from addiction. The target Offender groups for this service are those sentenced under Drug, robbery, and Acquisitive offences, however is available for all offenders within the Risk Level at request. This is an on demand service.</p>	

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		<p>Relate is a service which assists to: improve important relationship, concerns on how thing might work out past release, communication skills, and building stronger bonds with your children. The target Offender groups for this service are those sentenced under Violence and Acquisitive offences, however is available for all offenders within the Risk Level at request. This is an on demand service.</p> <p>ETSP, CSB, IDAP, COVAID, TVSOGP are made available by external Services (West Sussex Probation) and the use of ROTL for this activity is provided. This is carried out on a case by case basis for offenders within this Risk Level who have been sentenced under Drugs, Motoring or other offences. This is approximately 36% of this group.</p>	
High likelihood of any reconviction OGRS 50- 74%	113	<p>This segment of the Population is the 3<sup>rd</sup> largest proportion of Offenders at HMP Ford, with a high proportion (48%) of these being sentenced under Violence and offences and a 35% of this group sentenced for Acquisitive or Robbery offences. There are a percentage of offenders within the segment for each of the offence types.</p> <p>Within the segment there are approximately 22% of the offender population.</p> <p>HMP Ford is a community where staff support and encourage Offenders and interact positively. HMP Ford has a rolling training programme for all staff to complete Recode. Evidence shows that Recode Training and positive staff interactions have promising result in reducing the risk of re-offending for all offenders within this Risk Level.</p> <p>Accommodation Services are offered to this segment of offenders. These include; Citizens Advice Bureau, Housing Advise Team and Stoneham Housing, This is for those Offenders within this risk level sentenced under Violence, Robbery and Acquisitive offences (63% of this group) as there is evidence to show promising results when helping to secure, manage and maintain suitable accommodation.</p> <p>Offenders within this risk level carry out Employment within one of the Prisons work-parties or within the community. Employment within the community includes Community Service, Work Experience or Paid Work. This is accommodated through ROTL once Risk Assessments have been carried out. There is also sponsorship for training in partnership with established providers and this gives opportunities for work experience and employment. Further rehabilitation Services available for employment, include: Job Centre Plus and NCS.</p> <p>Securing, managing and maintaining suitable employment is targeted for those offenders within the Risk Level sentenced for violence, Robbery, Acquisitive and Drug offences. There is no evidence to suggest this of those sentenced under Motoring or other offences. Under the regime there are 521 work places available to accommodate all Offenders within employment.</p> <p>Working out within the community there are in excess of 100 full time placements (Training, Education and Employment) available.</p> <p>Alcoholics Anonymous, Cocaine Anonymous, Narcotics Anonymous and Gamblers</p>	

		<p>Anonymous is a fellowship of men and women who share their experience, strength and hope with each other that they may solve their common problem and help others to recover from addiction. The target Offender groups for this service are those sentenced under Drug, robbery, and Acquisitive offences, however is available for all offenders within the Risk Level at request. This is an on demand service.</p> <p>Relate is a service which assists to: improve important relationship, concerns on how thing might work out past release, communication skills, and building stronger bonds with your children. The target Offender groups for this service are those sentenced under Violence and Acquisitive offences, however is available for all offenders within the Risk Level at request. This is an on demand service.</p> <p>ETSP, CSB, IDAP, COVAID, TVSOGP are made available by external Services (West Sussex Probation) and the use of ROTL for this activity is provided. This is carried out on a case by case basis for offenders within this Risk Level who have been sentenced under Drugs, Motoring or other offences. This is approximately 36% of this group.</p> <p>Literacy, Numeracy &amp; Life Skills rehabilitation services are available for offenders within this segment group. Services available are: The Manchester College, Toe-by-Toe, Open and Flexible Learning, and Skills for Life Support.</p> <p>Literacy, Numeracy &amp; Life skills is a vital service for all offenders within the risk level. There is good reason to believe we can reduce Reoffending within this group and this is recommended based on evidence.</p> <p>DART is available at Ford by CRI provider. This service provides Counselling, Advice, Referral and Treatment Scheme. Offenders may self refer to DARTs for assessment. The DART team provide a drug rehabilitation referral service for offenders who are on their case load and assessed as in need of such a service on release. This is carried out on a case by case basis for offenders within this Risk Level who have been sentenced under motoring or drug offences. This is approximately 18% of this group.</p>	
Very high likelihood of any reconviction OGRS 75-89%	26	<p>This segment of the Population is the 4<sup>th</sup> largest proportion of Offenders at HMP Ford, offenders being sentenced under all offences, except other.</p> <p>Within the segment there are approximately 5% of the offender population.</p> <p>HMP Ford has a rolling training programme for all staff to complete Recode. Evidence shows that Recode Training and positive staff interactions have promising result in reducing the risk of re-offending for all offenders within this Risk Level.</p> <p>Accommodation Services are offered to this segment of offenders. These include; Citizens Advice Bureau, Housing Advise Team and Stoneham Housing, This is for those Offenders within this risk level sentenced under Violence, Robbery and Acquisitive offences (63% of this group) as there is evidence to show promising results when helping to secure, manage</p>	



		<p>and maintain suitable accommodation.</p> <p>Offenders within this risk level carry out Employment within one of the Prisons work-parties or within the community. Employment within the community includes Community Service, Work Experience or Paid Work. This is accommodated through ROTL once Risk Assessments have been carried out. There is also sponsorship for training in partnership with established providers and this gives opportunities for work experience and employment. Further rehabilitation Services available for employment, include: Job Centre Plus and NCS.</p> <p>Securing, managing and maintaining suitable employment is targeted for those offenders within the Risk Level sentenced for violence, Robbery, Acquisitive and Drug offences. There is no evidence to suggest this of those sentenced under Motoring or other offences. Under the regime there are 521 work places available to accommodate all Offenders within employment.</p> <p>Working out within the community there are in excess of 100 full time placements (Training, Education and Employment) available.</p> <p>Alcoholics Anonymous, Cocaine Anonymous, Narcotics Anonymous and Gamblers Anonymous is a fellowship of men and women who share their experience, strength and hope with each other that they may solve their common problem and help others to recover from addiction. The target Offender groups for this service are those sentenced under Drug, robbery, and Acquisitive offences, however is available for all offenders within the Risk Level at request. This is an on demand service.</p> <p>Relate is a service which assists to: improve important relationship, concerns on how thing might work out past release, communication skills, and building stronger bonds with your children. The target Offender groups for this service are those sentenced under Violence and Acquisitive offences, however is available for all offenders within the Risk Level at request. This is an on demand service.</p> <p>ETSP, CSB, IDAP, COVAID, TVSOGP are made available by external Services (West Sussex Probation) and the use of ROTL for this activity is provided. This is carried out on a case by case basis for offenders within this Risk Level who have been sentenced under Drugs, Motoring or other offences. This is approximately 36% of this group.</p> <p>Literacy, Numeracy &amp; Life Skills rehabilitation services are available for offenders within this segment group. Services available are: The Manchester College, Toe-by-Toe, Open and Flexible Learning, and Skills for Life Support.</p> <p>Literacy, Numeracy &amp; Life skills is a vital service for all offenders within the risk level. There is good reason to believe we can reduce Reoffending within this group and this is recommended based on evidence.</p> <p>DART is available at Ford by CRI provider. This service provides Counselling, Advice, Referral and Treatment Scheme. Offenders may self refer to DARTs for assessment. The</p>	
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		<p>DART team provide a drug rehabilitation referral service for offenders who are on their case load and assessed as in need of such a service on release. This is carried out on a case by case basis for offenders within this Risk Level who have been sentenced under motoring or drug offences. This is approximately 23% of this group.</p> <p>A skill for Life Support is available for this segment of offenders who are sentenced under motoring offences. There is evidence to suggest that action to help change lifestyle is warranted for offenders within this risk level who have been sentenced under motoring offences.</p>	
Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	0	<p>This segment of the Population is 0% at HMP Ford. Rehabilitation Services would be made available if the population here at HMP Ford changed and there was a need for this. There is no demand for this due there being 0% of the population at HMP Ford falling within this segment of Risk Level.</p>	

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

**Table 6: Development Objective**

<b>CI Title &amp; No.</b>	<b>Objective:</b> Describe a SMART objective including what you want to achieve how you will measure your success and key milestones	<b>Does this contribute to a regional objective (yes/no)</b>
1 Enhance Public Protection and ensure a safe, decent environment and rehabilitative culture	HMP Ford will deliver Recode training to all Staff and Offenders.  Completion date will be by end of March 2015.	Yes
1 Enhance Public Protection and ensure a safe, decent environment and rehabilitative culture	HMP Ford will continue to further develop relationships with the Police to promote a better understanding and ability to tackle the misuse of drugs at Ford, specifically aimed at Spice. This will involve information sharing with our Healthcare Provider (Drug Services) to educate the Offenders of the dangers surrounding this.  To be reviewed in October 2014.	Yes
1 Enhance Public Protection and ensure a safe, decent environment and rehabilitative culture	HMP Ford will develop their collaborative working / development of their Risk Management Processes with other Open Prisons within Region. This will include cross site QA or Risk Assessment arrangements.  Completion date July 2014	Yes
2 Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners	By the end of March 2015 there is evidence of joint work between the prison regime, healthcare and social care services so that: <ul style="list-style-type: none"> <li>• The level of social care services provided in each prison reflects the evidenced needs of the prison population; evidence of how needs are met is identified by the Governor, HMIP/IMB, commissioners or other stakeholders.</li> <li>• As a minimum, every prison has arrangements for suitably qualified staff to assess prisoners social care needs.</li> <li>• As a minimum, arrangements are in place to ensure the provision of urgent personal care services to individuals with a high level of need, such as the need for assistance with feeding or toileting.</li> <li>• Prisons whose population has been identified as having a high level of social care need have regular arrangements for social care services in place.</li> </ul>	Yes

	<p><b>Key Delivery Milestones 2014/15</b></p> <ul style="list-style-type: none"> <li>▪ <b>Quarter 1: The prison has approached the LA with a view to developing a joint prison/LA action plan to prepare for April 2015.</b> The LA sits on/has been invited to sit on the Prison Health Partnership Board/Local Delivery Board to ensure an integrated approach to health and social care.</li> <li>▪ <b>Quarter 2: A prison/LA action plan is in place to prepare for April 2015 and implementation has commenced.</b> The action plan considers the requirement for: needs assessment; information sharing agreements and local referral protocols for individuals with a high level of need; the physical environment for service delivery; the role of the prison in informing the design of any local authority service specifications.</li> <li>▪ <b>Quarter 3/4: The Prison/LA action plan is implemented to prepare for April 2015.</b> Each prison has suitably robust arrangements in place with the LA to ensure that social care needs assessment can be routinely undertaken and that social care services, equivalent to those in the community, can be accessed by prisoners who are eligible for such services.</li> </ul>	
<b>3</b> Deliver an efficient quality service	<p>HMP Ford will implement a revised Core Day and Regime in line with the work streams from the BDG Report.</p> <p>Completion date tbc (not before October 2014) once the Stage 5 BDG report is received, potentially in March 2014.</p>	Yes
<b>4</b> Ensure delivery is matched to population purpose and NOMS outcomes	<p>HMP Ford will respond and implement any changes to ROTL procedures / Risk Management following the ROTL Review from both NOMS and HMIP. This will include a review of how we manage and support the OASys document in our Risk Management procedures.</p> <p>Completion date tbc in line with the Recommendation Review.</p>	Yes
<b>5</b> Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes	<p>HMP Ford will implement the changes that the implementation of TTG and CRC bring upon us.</p> <p>It is envisaged that on publication of the New Ways of Working including TTG, CRC and NPS we will have a clearer picture on the timescales, however, it is likely that the new processes will be fully embedded by April 2015.</p>	Yes
<b>6</b> Deliver priority national or specialist services.	<p>HMP Ford will ensure the maintenance of existing onsite work placements but will seek to grow external work placement opportunities at growth level of at least 10% per year.</p>	Yes

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6 Deliver priority national or specialist services.	Will ensure that any recommendations related to the identification, assessment and management of extremist offenders which are identified in year are implemented within reasonable timescale.	Yes
6 Deliver priority national or specialist services.	<p>HMP Ford will develop and implement a plan by 31 March 2015 for the creation of a supportive environment which will enable delivery of victim-offender conferencing (RJ). The plan will focus on developing;</p> <ul style="list-style-type: none"> <li>• Awareness of RJ amongst relevant staff groups</li> <li>• Partnerships with organisations and local commissioners to support delivery of RJ</li> <li>• Infrastructure to support delivery, including development of; <ul style="list-style-type: none"> <li>• a single point of contact for RJ</li> <li>• agreed referral processes with partners</li> <li>• processes which contribute to suitability and risk assessments</li> <li>• appropriate gate procedures for entry into the prison of victims and other participants</li> <li>• appropriate rooms are available for the conference to take place</li> <li>• integration of RJ into sentence planning</li> </ul> </li> </ul>	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>

	<b>Service Specification</b>	<b>Implementation detail</b>	<b>Notes</b>
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 <sup>+</sup>	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	

<sup>+</sup> 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)	No	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. <b>HSE only</b>	N
Cell & Area Searching	Assurance is sought through a risk assessed programme of covert testing. <b>Non HSE</b>	N
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.	N
Visits - Conduct Visits	There are facilities for children to participate in supervised play whilst visiting a prisoner	Y
Visits - Services for Visitors	Visitors are able to purchase snacks and hot/cold drinks prior to the visits period.	Y
Visits - Services for Visitors	Visitors are able to purchase a meal and hot/cold drinks prior to the visits period.	Y
Visits - Services for Visitors	Private meetings can be facilitated between visitors and Partner Agencies.	Y
Visits - Services for Visitors	There are facilities for children to play whilst waiting to visit a prisoner.	Y
Visits - Services for Visitors	Visitors receive information through a variety of media regarding relevant support services.	Y
Visits - Services for Visitors	A Family Support Worker is available to support families.	N
Faith and Pastoral Care	Prisoners have access to a Resettlement Chaplaincy Scheme.	Y
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.	Y
Mandatory Drug Testing	Prisoners may be subject to Reception testing.	Y
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.	Y
Prisoner Employment, Training & Skills	Qualifications gained are aligned with market needs and within the Qualifications and Credit Framework	Y
Deliver Accredited Programmes	Competent staff are contributed to the national training provision as agreed by the commissioner. <b>Output wording subject to revision</b>	N

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 )	12.5 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 weekly	

## 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 - Cleaning BICS	Industrial Cleaning	0	0	0	£0	£0	£0	£0	£0	£0
Industries - Enterprise/Contracts Services	LMB Textiles Recycling	6	0	33	£0	£0	£30,000	£0	£0	£0
Industries - Engineering	Engineering	14	2	33	£100,000	£0	£25,000	£65,000	£0	£16,250
Industries - Laundry	Laundry	12	1	33	£120,000	£0	£0	£12,700	£0	£0
Industries - LBA Commercial	Land Based Activities	66	6	33	£250,000	£0	£40,000	£101,000	£0	£15,000
Industries - PICTA	PICTA	18	2	33	£0	£0	£0	£0	£0	£0
Industries - Plastics	Plastics	12	1	33	£0	£21,000	£120,000	£0	£10,000	£53,000
Industries - Retail	DHL Workshop	25	0	33	£0	£0	£0	£0	£0	£0
Industries - Enterprise/Contracts Services	World of books	12	1	33	£0	£0	£68,148	£0	£0	£0
<b>Total</b>		<b>169</b>	<b>13</b>	<b>264</b>	<b>£470,000</b>	<b>£21,000</b>	<b>£283,148</b>	<b>£178,700</b>	<b>£10,000</b>	<b>£84,250</b>

**Table 8b: Services (not industries)**

<b>Table 8b CU095b (Hours Worked in Services) – this should contain services that are measured under this specific metric</b>			
<b>Activity Service Code</b>	<b>Service Description</b>	<b>Maximum number of prisoner places per activity (planned per week total for 2014-15)</b>	<b>CORE HOURS PER WEEK</b>
HU1 Wing Activities	N/A	N/A	N/A
HU2 Wing Activities	N/A	N/A	N/A
HU3 Wing Activities	N/A	N/A	N/A
HU4 Wing Activities	N/A	N/A	N/A
HU5 Wing Activities	N/A	N/A	N/A
HU6 Wing Activities	N/A	N/A	N/A
Kitchen	Kitchen Workers	32	33
Orderly Cleaners	N/A	N/A	N/A
Recycling Activity	Waste Management	8	33
Weekend Activity	N/A	N/A	N/A
Works Department	Works department	6	
Wing Cleaning	Servery workers	18	33
Wing Cleaning	Wing cleaners	27	33
Other Occupations	Barber	1	33
Other Occupations	Connexions	4	33
Other Occupations	Edu cleaner	1	33
Other Occupations	Gym assistants	4	33
Other Occupations	Launderette	4	33
Other Occupations	Library assistants	1	33
Other Occupations	Orderly A wing	3	33
Other occupations	Orderly activities	1	33

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Other occupations	Orderly b wing	0	33
Other occupations	Orderly chapel	4	33
Other occupations	Orderly dart	3	33
Other occupations	Orderly diversity	2	33
Other occupations	Orderly education	2	33
Other occupations	Orderly healthcare	3	33
Other occupations	Orderly housing	1	33
Other occupations	Orderly induction	6	33
Other occupations	Orderly mail	1	33
Other occupations	Orderly omu	2	33
Other occupations	Reception cleaner	1	33
Other occupations	Stores workers	8	33
<b>Sub total</b>		<b>142</b>	<b>792</b>

**Table 8c- other permanent activity places**

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

<b>Table 8c: Other Activities</b>			
<b>This should contain activities that are not in scope of either CU095a (Hours Worked in Industry) or CU095b (Hours Worked in Services) metrics.</b>			
<b>Activity Service Code</b>	<b>Activity Description</b>	<b>Maximum number of FTE prisoner places per activity (planned per week total for 2014-15)</b>	<b>CORE HOURS PER WEEK</b>
Basic Key Skills up to level 2	N/A	N/A	N/A
Core Education Classes	N/A	N/A	N/A
Education Induction Assessment	N/A	N/A	N/A
Education leading to accreditation	Full time education	22	33
PE Leading to QCA Qualifications	N/A	N/A	N/A
Skills training leading to Accreditation	Bistro Course	5	33
Skills training leading to Accreditation	Carpentry Course	10	33
Skills training leading to Accreditation	Edu Paint NVQ	10	33
Skills training leading to Accreditation	Training Restaurant	8	33
ROTL	Community Resettlement	33	33
ROTL	External College	4	33

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ROTL	Paid Resettlement	26	33
ROTL	Work Experience	36	33
Prison Induction Courses/Interviews	Induction	12	33
Other	Resettlement part time activities including interviewing techniques RDR and ROR etc	39	
<b>Sub total</b>		205	330
<b>Table 8 Total</b>		516	1386

### 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	6h 09m	1h 40m	0h 43m	1h 28m	0h 14m	10h 15m
Tue	6h 09m	1h 40m	0h 43m	1h 28m	0h 14m	10h 15m
Wed	6h 09m	1h 40m	0h 43m	1h 28m	0h 14m	10h 15m
Thu	6h 09m	1h 40m	0h 43m	1h 28m	0h 14m	10h 15m
Fri	4h 48m	2h 54m	0h 55m	1h 26m	0h 11m	10h 16m
Sat	0h 48m	3h 27m	0h 33m	0h 31m	0h 03m	5h 24m
Sun	0h 29m	3h 09m	0h 00m	0h 22m	0h 02m	4h 04m

#### 5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	5h 53m	1h 55m	0h 45m	1h 27m	0h 13m	10h 15m

#### 7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	4h 23m	2h 19m	0h 37m	1h 10m		

## 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
		18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00
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 Testing (MDT)	8.60 %	8.60 %	8.60 %	8.60 %	8.60 %	8.60 %	8.60 %	8.60 %	8.60 %	8.60 %	8.60 %	8.60 %	8.60 %	8.60 %	8.60 %	8.60 %	8.60 %	8.60 %
CU031	Control & Restraint (C&R) Training	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %
CU060	Tornado Commitment																		17.00
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)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.56
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU057a	Self Harm Audit (A&CA)	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.40
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU067	HMIP 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		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		3.00	3.00	3.00	3.00	3.00	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		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 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																		

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	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 Discharge	on	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		12.30 %	12.30 %	12.30 %	12.30 %	12.30 %	12.30 %	12.30 %	12.30 %	12.30 %	12.30 %	12.30 %	12.30 %	12.30 %	12.30 %	12.30 %	12.30 %	12.30 %	
CU015	Employment Discharge	on	45.00 %	45.00 %	45.00 %	45.00 %	45.00 %	45.00 %	45.00 %	45.00 %	45.00 %	45.00 %	45.00 %	45.00 %	45.00 %	45.00 %	45.00 %	45.00 %	45.00 %	
CU095a	Hours Worked In Industry	In																		

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)		3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3