



National Offender
Management Service

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

Between

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

Her Majesty's Prison Service

for

HMP & YOI Winchester

Local Establishment Annex 2014-15

Version Control Table		
Version No.	Reason for Issue / Changes	Date Issued / Amended
P1.0	Published for Commissioning Round from 2014	01 April 2014

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This document is the Local Establishment Annex 2014-15 to the South Central 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 Winchester
Establishment type	Local resettlement
Specialist function	YA for CPA 14 and 15
Security Category/Categories:	Category B or lower
Annual Operating Price	12,472,472

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	499
Operational Capacity	685

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

Table 2b: Population Allocation Specification

Gender:	Male prisoners only
Age:	Adults (21 and over) and Young Adults (18-21) including remand
Security Category:	Category B or lower
Sentence Status:	Remand and Sentenced prisoners
Sentence Length / Type:	No restrictions
Offence Type:	No restrictions
Nationality:	No restrictions

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

Table 2c: Population Assumptions – Origin of the Population

HMP Winchester is a local prison holding remanded and sentenced adult prisoners as well as remanded young adults. The population is mainly comprised of remand prisoners and newly sentenced prisoners. This establishment mostly holds prisoners remanded or sentenced by courts in the South East and the London regions and receives most of its prisoners from courts in the area, particularly Southampton, Winchester and Dorset.

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	33	229	262
Prisoners sentenced to less than 12 months	N/A	N/A	20	0	4	N/A	24
Determinate prisoners serving 12 months or more but less than 4 years	N/A	N/A	N/A	N/A	N/A	N/A	0
Determinate prisoners serving more than 4 years	N/A	N/A	N/A	N/A	N/A	N/A	0
Indeterminate prisoners	N/A	N/A	N/A	N/A	N/A	N/A	0
Determinate and indeterminate Recallees	N/A	N/A	30	0	N/A	N/A	30
Non-criminals	N/A	N/A	N/A	N/A	N/A	8	8
Resettlement	N/A	N/A	269	0	21	N/A	290
Discretionary	N/A	N/A	45	26	N/A	N/A	71
Total	0	0	364	26	58	237	685
Resettlement	Yes	Reset %		38 + 3%	Reset No.	269+21	
Specialist Function	YA for CPA 14 and 15						

SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions	
CI Title & No.	Response to Commissioning Intention
Theme 1	Enhance public protection and ensure a safe, decent environment and rehabilitative culture
1 a: There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.	<p>HMP & YOI Winchester's Statement of Purpose reflects our commitment to building a rehabilitative culture and is publicised in key places across the establishment for all staff and prisoners. Internal correspondence including staff and prisoner notices carry this "Encouraging and Supporting Positive Change" Statement.</p> <p>Our New Way - In collaboration with the regional HRBP we are currently exploring how we might embed coaching principles into every day staff and staff/prisoner interactions to create a pro-social culture which values growth and learning in both staff and prisoners.</p> <p>We are taking active measures to promote and improve understanding of the importance of pro-social behaviours and attitudes at all levels and to work towards a more rehabilitative culture across the prison. The Governor will continue to explain and promote the principles of pro social modelling at full staff meetings, and this will be backed up with regular functional staff group meetings to discuss further how staff can practice pro social modelling and what opportunities they have to do this.</p> <p>We use the formal annual staff reporting mechanism (SPDR) to ensure there is consistency in the way we engage and support offenders and to encourage frontline staff and managers to discuss how staff behaviour can affect prisoner change. We will encourage and support staff to make their interactions with offenders meaningful, consistent and constructive: tackling attitudes; teaching problem solving and perspective taking; leading by example; rewarding progress; giving hope; getting things done; making every conversation count. Additionally our SPDRs will be independently quality checked to ensure consistency and give assurance of quality.</p> <p>By these means we will promote the sort of staff/prisoner interactions that communicate a belief that offenders can and will change, that they can be good people, and that they have something to offer society. Offenders notice when there is an emphasis on risks and deficits rather than strengths, and can be less inclined to engage when this</p>

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	<p>occurs, so as well as identifying and targeting risk factors, we will aim to recognise and build strengths. Staff with low expectations of offenders can create self-fulfilling prophecies which encourage recidivism. Staff with high expectations are more likely to increase determined attempts to change.</p> <p>Realistically we acknowledge that not all offenders will want to engage but we will strive to create an environment where staff encourage and motivate prisoners and where offenders feel it is possible to change.</p> <p>Central to this approach is a safe, legal and decent environment where staff are confident but not aggressive in their authority and where everyone agrees that the purpose of the prison is to help people change their lives, as well as protect the public. This approach is core to the success of HMP & YOI Winchester's future role as a resettlement prison.</p> <p>Action to address drug and alcohol misuse:</p> <ul style="list-style-type: none">• MDT• CBDT• A drug free unit (The Hearn)• ROTL places subject to CBDT• Links with AA and NA strengthened within the new core day• Alcohol – peer mentors on wings• RaPT (commissioned in partnership with NHSE) delivers Stepping Stones drug and alcohol intervention• Medical serving hatches will be fitted to a number of cell doors on A wing (Induction) and D wing (Vulnerable Prisoners) to improve how safely and appropriately detoxification and maintenance drugs are given. <p>A variety of resettlement and training services that improve prospects for housing, employment, income, strengthened family relationships, and social relationships with people not involved in crime are available:</p> <ul style="list-style-type: none">• Housing advisory service
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- N-ERGY pre-release courses
- N-ERGY work based learning
- Tenancy training course (No Limits)
- Education enterprise trust workshops
- Inside or Out
- Footprints mentoring
- Job Deal
- Troubled Families
- Visitors Centre

We will encourage and support staff to behave in ways that assist desistance. According to research, these behaviours seem to be:

- The belief that engaging offenders in change is one of their most important objectives
- Conveying hope and optimism that change is possible; expecting success
- Demonstrating and teaching thinking and behavioural skills such as goal setting, communication skills, conflict resolution, emotional management and problem solving
- Building relationships that demonstrate genuine care about the individual, their desistance and their future
- Active listening
- Helping people set goals for changing their lives and steering them in a desisting direction

We will use Incentives and Earned Privileges Scheme (IEP) to ensure that 'prisoners engage with their rehabilitation' as per the minister's intention.

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	<p>We will ensure that the Personal Officer system is in place and working, with as a minimum all prisoners knowing who their personal officer is, and each personal officer knowing what this role involves and the values they should display. We expect at least one entry every two weeks on NOMIS from personal officers on each of their prisoners.</p> <p>We will use the recommendations, results and feedback from the forthcoming MQPL inspection (commencing 10/02/14) and HMIP inspection (commencing 17/02/14) to focus in on particular issues, all actions from these will form a part of and be managed via staffs SPDRs.</p> <p>We will assess the impact of this Every Contact Matters approach by conducting a local survey, based on the MQPL method. We will explore the best way to go about this with our regional psychologist colleagues.</p> <p>We will also act as a pilot to the Five Minute Intervention (FMI) scheme.</p> <p>As well as MQPL and HMIP we will use various statistics including Reportable Incidents, Adjudications, Use of Force data, IMB reports, feedback from the Prisoner Council, MDT data, Prisoners Complaints, Applications and Violence management data to provide assurance on safety and decency and to try and gauge the level of change.</p>
1 b: All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.	<p>Response to this intention are closely linked to that given to (1a) above.</p> <p>Evidence suggests that constructive staff offender relationships are defined by interpersonal courtesy, lack of aggression and avoiding insult and degrading behaviour, and 'getting things done' – a willingness to support and swiftly process prisoners' applications and requests.</p> <p>These behaviours - courtesy and effectiveness - will be encouraged and monitored, as stated above (at 1a). 'Every Contact Matters' will be a central concept for HMP & YOI Winchester as it clearly encourages the demonstration of behaviours and attitudes that support rehabilitation and desistance.</p> <p>We will seek to promote, amongst staff of all grades, a sense of personal responsibility and 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.</p> <p>We acknowledge the research that suggests that positive staff attitudes are on there own not sufficient for a prison to provide a safe, secure environment that supports rehabilitation. Prisoners need above all for rules to be enforced fairly but with authority, rather than inconsistently or with too much flexibility, so that their environments feel regulated. We will ensure this happens by having a clear regime consistently delivered, based on the benchmark core day, with clear policies on display or easily accessed, daily team briefings for staff and regular full staff and functional meetings communicating consistent messages.</p>

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	<p>We will ensure that we work closely with the new CRC providers, facilitating their requirements and integrating with them as closely as possible to ensure required services are delivered.</p>
<p>1 c: Efforts are made to ensure offenders experience the environment as safe.</p>	<p>Providing a safe and decent delivery environment is critical to managing offenders effectively and thus achieving NOMS' key objectives of protecting the public, reducing re offending and delivering the sentences of the courts. It is also an essential foundation for building a supportive and rehabilitative culture that motivates and enables offenders to make positive changes in their lives.</p> <p>Feeling safe is fundamental to allow offenders the 'head-space' to focus on completing their sentence and on rehabilitation and change. Offenders need to feel they are free from attack and believe they are in safe hands. This requires that authority is exercised confidently and offenders are managed with regard to both their and others' safety and well being.</p> <p>HMP & YOI Winchester is absolutely committed to reducing violence, bullying, intimidation and victimisation within the prison and to enhancing feelings of safety for staff and prisoners. Our Head of Safer Prisons and Equalities is the visible lead in this area. We have a zero tolerance approach to violence and will use all of the processes available to us to challenge any form of anti social behaviour.</p> <p>We have daily staff briefings, regular prisoner councils and clear policies in place. We have prisoner Violence reduction representatives. We have regular SMARG meetings, we have adjudication tariff reviews, and we look to identify trends in violent behaviour so it is dealt with quickly. We have a strong ACCT processes in place and ACCTs are monitored for quality daily and exceptions reported at the Governor's daily morning meeting.</p> <p>As stated above at (1a) we will use the recommendations, results and feedback from the forthcoming MQPL inspection (commencing 10/02/14) and HMIP inspection (commencing 17/02/14) to focus in on particular issues, and also we will use various statistics including Reportable Incidents, Adjudications, Use of Force data, IMB reports, MDT data, Prisoners Complaints and Violence management data to provide assurance on safety and to try and gauge any change. Importantly in March 2013 HMP & YOI Winchester will be visited for a Safer Custody audit. Again this will give a valuable insight into current levels of safety and our performance in managing safety, and will give specific help and recommendations where we can improve. Actions from all of these sources will form a part of and be managed via staffs SPDRs.</p> <p>We will ensure that all incidents of violence including assaults and fights are accurately recorded on the violence management hub, and are appropriately followed up within the prison including referral to the Police where appropriate.</p>
<p>1 d – 1g.</p>	<p>See Regional SLA</p>

Theme 2	Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners
<p>2 a: There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximize outcomes for offenders.</p>	<p>HMP & YOI Winchester works with a wide range of providers and this will increase over the life of this SLA. It is vital that we successfully work and integrate with this increasing number and range of agencies and providers to maximise investment and maximise outcomes for offenders.</p> <p>These service providers will be identified and our relationships managed through a strategic approach led by the Governor, and delivered through the HERR and HOLS. They will co-ordinate voluntary, community and statutory services. These providers will be co-located to ensure communication is clear. Various forums including our QIG, drug strategy and RRO meetings will monitor and ensure we deliver this.</p> <p>Our partners will be treated as equals and our relationships and expectations defined in service level agreements, local delivery agreements or memorandums of understanding. We know that we need to understand our partners' needs and facilitate their various requirements of us. If and where either partner falls short we are confident our close management monitoring arrangements will identify this and enable us to work together to resolve these issues.</p> <p>We will co-ordinate services by delivering an induction process to all prisoners that gives an appropriate and sequenced action plan to all. Jobs will be allocated based upon need and risk. We will allocate resource to need. We will also carry out an annual needs analysis to ensure that we are delivering services prisoners require.</p> <p>We will share information and have information sharing agreements where necessary. Our partners are a core part of many committees that decide and direct efforts and resources.</p> <p>Unions will be engaged via the monthly Whitley council meetings and POA meetings. Change is a standing agenda item at these meetings and the changing way services are delivered to prisoners is fundamental to this.</p>
<p>2 b: Facilitate the ongoing operation of mandating day one entry of prison leavers onto the DWP Work Programme and any future changes through the introduction of Universal Credit.</p>	<p>We are committed to facilitating DWP staff based in HMP & YOI Winchester. We will ensure they have access to accommodation suitable for private interviews with prisoners and adequate access to broadband lines and telephones to enable them to take advance claims for Jobseeker's Allowance and to make referrals to the Work Programme.</p> <p>We monitor activity ensuring that the majority of appointments booked with prisoners take place; if there were a significant number of cancellations we would investigate and take appropriate action.</p> <p>The roll out of both Transforming Rehabilitation and Universal Credit will increase the number of DWP staff, we will facilitate any corresponding increase to accommodation and/or other requirements.</p>

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<p>2 c: In England - work together with NHS England and Public Health England in line with the National Partnership and Co-commissioning Agreement to ensure that NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody support both health and justice outcomes.</p>	<p>We will continue working together with NHSE, Local Authority Health, and CNWL (our current primary healthcare and substance misuse services provider) to continue to develop and implement local delivery arrangements in line with the National Partnership and Co-commissioning Agreement and the Enablers of National Co-commissioned Services specification. We will develop and implement Local Delivery Agreements which will include consideration of the future role of Community Rehabilitation Companies in supporting rehabilitation outcomes and continuity of care through the prison gate.</p> <p>We hold regular Partnership Board meetings with our Health partners, and regular Operational Healthcare meetings with prison and healthcare staff. The Modern Matron and CNWL Healthcare Manager are a core part of the establishment Senior Leadership Team, attending all meetings and playing a central role in planning and decision making.</p> <p>Together with NOMS Commissioners and NHS England we will work to inform and support the re-tendering of health and substance misuse services due to be let in October 2014.</p> <p>We will use our drug strategy committee to ensure that we work jointly with our health and substance misuse providers, aligning our activities to promote recovery from addiction, reducing the supply of drugs and alcohol, and reducing the diversion of prescribed medication. We will share information and intelligence appropriately via our information sharing agreements, including provider staff in general communications and daily briefings, and importantly via our security committee.</p>
<p>2 d: In England – Work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves.</p>	<p>This intention is dependent upon the passage of the Care Bill in Parliament. We anticipate a further mandatory service specification to be developed and issued in 2014-15.</p> <p>Subject to its passage through Parliament, the Care Bill will reform the social care system in England from April 2015. The Bill is expected to impose a duty on Local Authorities to assess the social care needs of eligible people detained in prison.</p> <p>The main groups of prisoners with care needs are likely to be those with learning disabilities, older offenders, and offenders with physical disabilities. Needs may pre-date sentencing, arise during a sentence or emerge at the end of a sentence or in preparation for release from custody. Offender Supervisors will play a key role in identifying and signposting to services for these needs.</p> <p>The assumption is that local authorities will support us to deliver personal care needs, including such things as help with washing, dressing, toileting, feeding, massages, use of hoists, and turning at night. It is expected that we will continue to be required to assist prisoners with care needs relating to daily living activities, such as mobility, obtaining food, communication and religious practice. We will explore using other prisoners to have some formalised caring role in meeting these non-contact needs.</p>

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	<p>By the end of March 2015 we will be able to evidence joint work between HMP & YOI Winchester, our healthcare commissioners and provider, and social care services so that:</p> <ul style="list-style-type: none"> • The level of social care services provided reflects the evidenced needs of the prison population; evidence of how needs are met is identified by the Governor, IMB, and other stakeholders. • We will, as a minimum, have arrangements in place for suitably qualified staff to assess prisoners social care needs. • 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. • If our population is identified as having a high level of social care need, then regular arrangements for social care services in place. <p>Key Delivery Milestones 2014/15</p> <ul style="list-style-type: none"> ▪ Quarter 1: Having approached our Local Authority (LA), we will develop a joint Prison/LA action plan to prepare for April 2015. The LA already does sit on the Prison Health Partnership Board and Local Delivery Board, to ensure an integrated approach to health and social care. ▪ Quarter 2: A Prison/LA action plan is in place to prepare for April 2015 and implementation has commenced. 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; and the role of the Prison in informing the design of any local authority service specifications. ▪ Quarter 3/4: The Prison/LA action plan is implemented to prepare for April 2015. By this time we will have 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. <p>We are already in contact with our local authority; we will work together to ensure there is equivalence in social care, that the services provided to prisoners are commensurate with services in the community.</p> <p>We have placed bids for adaptations to cells and a lift into our Reception area. We will very shortly commence work on our showers, making them fit for disabled use. The local authority has undertaken to train staff and prisoners in social care, and will provide access to stores of equipment that we can use (if the prisoner is not in a healthcare setting). The LA will also help by carrying out occupational therapy assessments and plans.</p>
2 e: In England - Work with Local Authorities (LA's) to promote inclusion	Supporting and maintaining links between offenders and their families can help reduce reoffending. Doing so can also contribute to tackling inter-generational offending by addressing the poor outcomes faced by children of offenders.

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<p>of, and maximise benefits to, offenders' families.</p>	<p>We will ensure that we maintain a good level of contact with our local authority, share data where appropriate and use the opportunity to share good practice and improve and develop effective interventions.</p> <p>Our intention is to enable offenders to reduce conflict in close relationships, develop positive relationships, enhance warmth and caring for others, develop strong and supportive family ties, improve family and intimate relationship, and develop confident and responsible parenting behaviours. We recognise that lack of supportive and pro-social family / marital relationships is one of the key factors linked to reoffending and desistance.</p> <p>In order to identify and mitigate where this might be an issue for offenders we have the following services:</p> <p>Visitors Centre, co-commissioned and run by Spurgeons – offering various visitors facilities and importantly a service where prisoners' families are signposted to LA and other community based services. Families are supported with one-to-one sessions, family group conferencing, and providing links with other services including social workers and head teachers. Spurgeons accesses Troubled Families funding.</p> <p>You and Your Child - Educational programme informing parents of how to interact and play with their children, increasing their confidence and helping to ensure activities are appropriate to the various stages of development children go through. The programme ends with a special family visit event, and the intention is to increase family bonds, a factor in reducing re-offending.</p> <p>Story Book Dads - Supports fathers in custody to maintain contact with their children by allowing them to record a story and personal message onto a DVD for sending home.</p> <p>Family Visits - Provided jointly by the prison and Spurgeons children's charity (who receive funding from Troubled families via Hampshire County Council), these are regularly held for men to spend time with their family and children in a more focussed environment than the visits hall. These are supported by staff from local children's centres and also support prisoners who have completed a parenting programme to put into practise the skills they have gained.</p> <p>Housing – we will very shortly have a housing officer seconded to us from Hampshire county council, providing invaluable expertise for us to draw on.</p> <p>Many of these services delivered to prisoners need to be taken up on a voluntary basis, where the prisoner is willing to engage. As stated above, we will work to providing an environment where engagement is encouraged. Targeting and referrals to these services will be identified on induction or via the offender supervisor.</p>
<p>2 g: In England - Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in</p>	<p>The Governing Governor of HMP Winchester is the DDC's OLASS lead for the South of the region.</p> <p>The Head of Reducing Re-offending will ensure that a monthly prison based multi-disciplinary partnership meeting is</p>

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<p>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.</p>	<p>facilitated to discuss all aspects of learning and skills delivery and performance. A quarterly Quality Improvement Group is held and the Head of Learning and Skills has regular formal and informal meetings with the provider Education Manager. Resulting issues are reported to the Cluster OLASS/ Learning and Skills meetings facilitated by the lead Governor and in turn to the Regional Governance Board, chaired by the DDC. This ensures alignment with regional and national learning and skills policy and priorities and the movement of funds, where deemed appropriate. We have clear agreed governance for our meetings; minutes are recorded and action plans are in place.</p> <p>We access reliable labour market information pertaining to the areas into which prisoners will be released. This is used to inform our curriculum which is regularly reviewed, so as to meet the needs of a diverse prison population and maximise employment opportunities. We have established good relationships with employers and colleges in resettlement and we regularly refer prisoners to them. Prisoners who are reaching the end of their custodial sentence are supported by the National Careers Service in career planning.</p> <p>All prisoners 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 a prisoner's learning; sentence planning and IEP are used to effect in securing prisoner 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 submitted to the Governor and DDC.</p>
<p>2 h: In England - Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.</p>	<p>We do have further work to do in engaging in partnerships with employers. We look forward to the regional model of commercial work coming to fruition, with a regional contracts and commercial manager linking into the establishment and our population to support the outcomes needed.</p> <p>We will work with our providers to ensure good quality 'preparation for work' courses via the curriculum provision, and continue working with Careers Advisors to ensure the best possible outcomes. We will supply appropriate support and resources to Job Deal in order that they can maximise appropriate employment outcomes on release.</p> <p>South Central Region is committed to working to establish a National Reading Network in every prison. HMP & YOI Winchester currently works with Shannon Trust and Hampshire Library service to run the Toe by Toe scheme, which gets literate prisoners to act as mentors to illiterate prisoners. After completing the training, peer mentors are able to offer reading support with the aim of providing a supportive and safe learning environment.</p>

Theme 3	Deliver an efficient, quality service
<p>3 a: Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.</p>	<p>The services we provide are most likely to reduce reoffending if they are designed to target the risk factors that lead to reoffending, if they pay attention to quality of delivery, and if their methods are active and participatory and focus on teaching new skills.</p> <p>HMP & YOI Winchester has not been funded to deliver any accredited offending behaviour programmes within the establishment. Our role as a resettlement prison will very much be to assess offenders as soon as possible after reception, identifying specific needs and where appropriate allocate the offender to so that, if required, an appropriate accredited offending behaviour programme can be given in an establishment that is funded to deliver that service.</p> <p>However it may be appropriate for HMP & YOI Winchester to host an offending behaviour programme if there was not enough time to move those prisoners with acute need on to the receiving establishments that would normally provide these services, for example if there were blockages caused by high population. Were this to arise, HMP & YOI Winchester would liaise with the region psychology services, seeking to facilitate this.</p> <p>It is important we recognise the obstacles to reintegration that most offenders face, and work to help overcome these through both practical help and assistance. This includes problems caused by labelling and social exclusion. We aim to educate and improve our staff knowledge and culture to counter as much as we can the negative effects of imprisonment. We will encourage and support staff to make their interactions with offenders meaningful, consistent and constructive: tackling attitudes; teaching problem solving and perspective taking; leading by example; rewarding progress; giving hope; getting things done; making every conversation count.</p> <p>A number of 'non-core' rehabilitation services are on offer and if needed they will be targeted at offenders according to their OGRS rating, but it is expected that all demand will be able to be met. These include –</p> <ul style="list-style-type: none"> • You and Your Child (also You and Your Baby, and You and Your Teenager) parenting programme • Story Book Dads • Family Visits • Toe by Toe • Alcoholics anonymous • Narcotics anonymous • Citizens Advice Bureau • Princes Trust • Bank Accounts • Integrated Offender Management • Housing advisory service

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	<ul style="list-style-type: none"> • N-ERGY pre-release courses • Work based learning (also N-ERGY) • Tenancy training course (No Limits) • Education Enterprise Trust workshops • Inside or Out (mentoring) • Footprints (mentoring) • Job Deal <p>Similarly offenders in custody in the last 3 months of their sentence can expect to be assessed and their resettlement needs (be it housing, training or employment) met. We provide a variety of services working with a number of partners.</p>
3 b: Have robust quality assurance processes in place to ensure offender services are (i) delivered as they are intended (i.e. with integrity and as planned and designed) and (ii) that they are effective.	As we will not be delivering any accredited OBP, the quality assurance measures for other services will be as already stated above (at 1a, 1c for example).
Theme 4	Ensure delivery is matched to population, purpose and NOMS outcomes
4 a: Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they will deliver the greatest outcomes for investment.	<p>Offender management activity will be provided at a level proportionate to the likelihood of reoffending posed by each offender. Due to HMP & YOI Winchester's role as a local prison, we would expect that offenders with a High OGRS and above will need to be transferred to an appropriate prison so that an appropriate intensity of case management can be given.</p> <p>A snapshot of our population shows that 63% fall into this OGRS score of 50+ category. The first priority is to ensure that offenders sentenced to less than 4 years within this group are moved to a prison that can meet their rehabilitation needs, as there is less time for these offenders to complete their interventions. Longer term prisoners will also need to be transferred on but for them the need of intervention is less urgent. For any cases remaining at HMP & YOI Winchester, we will undertake to offer the appropriate intensity of offender management, including one to one supervision. Recognising the size of this group, we will prioritise resources to those with less than 6 months left to serve first, and the most violent offenders with OVP over 30, sex offenders with a RM2000 above low, and all indeterminate sentenced offenders.</p> <p>See tables 4a and 4b below, which summarises what core and additional services we provide and how these services are targeted to which segments.</p> <p>For low and medium OGRS offenders, low intensity offender management will be offered to enable the following to take</p>

	<p>place:</p> <ul style="list-style-type: none"> - Assessment - Sentence planning - Referral to rehabilitative services provided under the 'core offer' - Keeping in touch – our offender supervisors see everyone on their caseload at least once a month. <p>We vary the way we manage the risk posed by an offender, informed by security considerations and offender's risk of serious harm rating. A minimum risk management approach is based on partnership between the OMU, Security Department and others, so that all risk information is shared. More intensive risk management is targeted according to OASys Risk of Serious Harm ratings, including observing and recording behaviour, and restricting/monitoring visits where necessary. Highest levels of risk management, which includes monitoring of communications and discussion at inter-departmental risk management meetings in cases of greatest concern, is prioritised from those with the highest OASys Risk of Serious Harm ratings.</p>
Theme 5	Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes
5a: individual need and characteristics are identified, assessed for significance and monitored.	<p>Management at HMP & YOI Winchester recognises and promotes the importance of understanding the needs and characteristics of individual offenders, including in relation to the nine characteristics covered by the 2010 Equality Act.</p> <p>We will ensure staff are appropriately trained so that these needs are quickly identified on Reception and information shared appropriately both internally and with our partners. Our First Night induction process is key to initially identifying these requirements and passing on information to the appropriate people. We will ensure that our systems are fit for purpose in this regard.</p> <p>We have a number of standard processes for identification and assessment of individual needs within first days in custody which include healthcare screening, education assessments, equalities questionnaires, safer custody and cell sharing risk assessments. In addition we recognise that a number of offenders may have possible unidentified learning disabilities and mental health problems. To meet this need we have additional screening and assessment arrangements in place for these areas of need and strategies for sharing assessment information across partners. These processes are monitored to ensure they are of a good standard and delivered as expected. The results are used to develop individual plans where offender needs are identified.</p> <p>Individual needs are monitored through a range of tools such as the OASys sentence plans, ACCT plans, Care plans and Individual learner plans. In addition we monitor the needs of our populations against the services and activities received in order to ensure that appropriate services and interventions are in place and adapted to meet needs, and to</p>

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	<p>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.</p> <p>In addition to the initial induction process, Offender Supervisors and Personal Officers play a key role in ensuring that these needs have been appropriately identified and that individual's needs continue to be met.</p> <p>We will ensure offenders are supported and encouraged to access appropriate services, with reference to:</p> <ul style="list-style-type: none"> • Learning Disability and Difficulty • Physical health and disability • Mental health • Maturity, including capacity for taking responsibility for and understanding consequences of one's actions, and attitudes to risk taking • Family circumstances (e.g. relationship breakdown, caring responsibilities, financial difficulties etc) <p>And protected characteristics including:</p> <ul style="list-style-type: none"> • Gender • Sexual orientation • Race • Age • Faith • Gender re-assignment <p>We will also use the health and social care agenda, OT assessments, PEEPS (helpfully now on NOMIS), gay prisoners forum, travellers group and the equalities committee to monitor outcomes and drive forward any work.</p>
<p>5b: information on individual need and characteristics is used to sequence and adapt service to individual need.</p>	<p>All communication with and service provision to prisoners is accessible and responsive to their diverse and individual needs. All staff are supported to ensure that engagement with prisoners is effective; this is done via our equality and diversity awareness training as well as a diversity resource library, which will be improved and maintained by our Head of Safer Prisons and Equalities.</p> <p>Prisoner diversity representatives will be established as a useful support to help ensure that individuals' needs are identified and met or signposted to services.</p>

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	The equalities meetings, the prisoners council, personal officers, the equalities officer and the prisoner diversity rep's will all be used to inform and drive this work, and use other sources such as the IMB and prisoner complaints to identify any areas we may need to address.
Theme 6	Deliver priority national or specialist services
6 a: Engage with existing local structures and ensure that training and awareness is embedded among key staff groups, in order to deliver on the identification, assessment and management of extremist offenders. Ensure referral, where appropriate, to interventions (including Channel), structured assessment (including Extremism Risk Guidance (ERG22+) and structured interventions including Healthy Identity Intervention (HII)) and, within prisons, faith-based programmes (including Tarbiyah & Ibaana) according to offender risk and need.	In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP & YOI Winchester will ensure delivery in the key thematic areas of Intelligence Gathering & Management; Offender Management and Public Protection; and Interventions & Resettlement.
6 b: Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable delivery where in-house capacity does not exist.	<p>HMP & YOI Winchester currently has no capacity but we will look to how best develop a supportive environment to enable delivery of victim-offender conferences (Restorative Justice).</p> <p>We would look to integrate RJ into our sentence planning process, and where appropriate make RJ a pre-requisite to ROTL.</p> <p>We are looking at how to best be sensitive to the victim's needs, for example by using our Hearn gate and having a bespoke area in the Hearn unit, to reduce their exposure to the prison environment.</p> <p>HMP & YOI Winchester will develop and implement a plan, by 31 July 2014, 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"> • Awareness of RJ amongst relevant staff groups • Partnerships with organisations and local commissioners to support delivery of RJ • Infrastructure to support delivery, including development of; • a single point of contact for RJ • agreed referral processes with partners

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	<ul style="list-style-type: none"> • processes which contribute to suitability and risk assessments • appropriate gate procedures for entry into the prison of victims and other participants • appropriate rooms are available for the conference to take place • integration of RJ into sentence planning
6 c: Ensure the efficient use of prison places through development and implementation of local bail strategies and use of HDC for appropriate offenders, including making full use of Bail Accommodation and Support Service.	<p>We will continue to deliver a bail strategy which ensures that we screen and provide bail services to all new remand prisoners, conduct targeted bail information enquiries and communicate effectively with court based bail services staff in accordance with the Bail Services and BASS Specifications.</p> <p>Bail service packages offered to the courts will include awareness of the target group for BASS, consideration of use of electronic monitoring and links with resources and services in the home area with due regard to public protection procedures.</p> <p>Bail services will be delivered from within existing resources.</p> <p>We will continue to deliver an HDC strategy which ensures that all prisoners eligible for HDC who cannot provide an accommodation address will be offered accommodation through BASS - in accordance with PSI 25/2013 and Annex I of PSO 6700 (Home Detention Curfew).</p> <p>BASS support-only will be considered for those with their own accommodation who could be released with additional support. We will also ensure that BASS is considered as an option when non-BASS HDC placements fail.</p> <p>The HDC strategy will stress the importance of liaison with the license supervisor (offender manager) and ensure that releases to BASS are credited as 'suitable and settled' for the purpose of delivery levels.</p> <p>HDC referrals to BASS will be delivered from within existing resources.</p>
6 d: Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.	<p>Please see table 8a for detail.</p> <p>We will have further accommodation shortly becoming available, as our new kitchen comes on line we will have the space the old kitchen was in made available for us to develop in the most beneficial way possible. This is one of our development objectives (see table 6).</p>
6 e: Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.	<p>We have put in place resource to support the delivery of video courts and production of associated management information on the uses and utilisation of video capacity. Benchmarking took in to account the resource required to facilitate the current VCT capability within HMP & YOI Winchester, but we plan again to increase our provision and so we will seek for the current benchmarking model to be revisited.</p> <p>We adopted the video action plan and had in place SMART plans to deliver milestones and measure success.</p>

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	<p>We are proud to lead the way in this area; we share with partnership CJS and OM agencies local arrangements for booking video facilities, including SPOC contact details, functional email and telephone details, and availability. We make contact and challenge courts when they do not make use the video link facilities when there is scope to do so. The Governor also goes out and makes monthly visits to judges and clerks of the court to engage our MOJ partners in making the most of this facility.</p> <p>Despite recently increasing both our physical facilities and the operating times we cannot always meet 100% of demand for video hearing from courts, and so we will again look to increase this in the coming year.</p> <p>HMP & YOI Winchester will pursue this strategy for extending use of video conference facilities consistent with the NOMS Video Action Plan, ensuring that use is consistent with type of establishment and makes maximum usage of existing/planned facilities. There is a nominated establishment lead for the NOMS video action plan and will establish and maintain relationships with the relevant stakeholders.</p>
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Table 4a: Rehabilitation Services

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

Rehabilitation Services in Custody	Name of Service Service Description	Commissioning Arrangements (NOMS Locally, Regionally or Co-Commissioned)
Staff support and encourage prisoners to participate fully in rehabilitation services	<ul style="list-style-type: none"> • All prisoners are assessed for their immediate core rehabilitative needs within 24 hours of arrival. This information is shared with appropriate departments / service providers within their first week in custody to ensure these needs are met. • All prisoners attend structured induction where we provide information relating to the prison, its regime, facilities, expectations of prisoners and commitments from the staff. We provide this information both verbally in a presentation and then follow up with written leaflets. • We ensure information is presented in small and simple chunks, both verbally and in written documents, to reduce information overload, support those that may have LDD and or language barriers. We aspire to check understanding through Q & A to satisfy ourselves prisoners understand how to engage with regime services and facilities. We will also look to providing this information even before someone arrives, by providing appropriate information at court. • Risk management – all staff will make effective use of information sharing (such as the observation book, handover / daily briefing sheets) and monitoring mechanisms as part of their core tasks that contribute to a safe and secure, decent rehabilitative environment. • We will look at how we might embed coaching principles into interactions between frontline staff and their managers. We intend to have a strategy in place by June 2014. This work is being led by our Head of Reducing Reoffending in conjunction with our regional HRBP. 	

	<ul style="list-style-type: none"> • At HMP & YOI Winchester we operate an integrated IEP system so that prisoners who engage with rehabilitative activity are rewarded with enhanced privileges. • We will assess our strengths and priority areas for attention from the MQPL report which will take place in February 2014. We expect to find (from previous surveys) that staff and prisoners feel safe in this prison, and that staff enjoy helping prisoners, but that staff generally do not believe that prisoners can be rehabilitated. We understand that this could be an impediment to improving our rehabilitative culture, and so we are planning a series of focus groups (to be held between April and June 2014) with staff to hear and understand their views better. The Governor and SMT will then internally commission further work, based on the learning from the focus groups, to improve the rehabilitation orientation of staff. Please also see this issue discussed in Table 3 and Table 6. This work is being led by our Head of Reducing Reoffending. Actions arising from this work will form a part of and be managed through staffs SPDRs. • We have a large number of external partners working with and within the prison. Together we are working on defining a clear strategic vision including a shared understanding of outcomes and priorities; these will be published by April 2014 and shared with all staff and prisoners. All departments have business and performance objectives that work toward achieving this vision. • We are reviewing our current work environment and practices to enable our strategic vision around effective partnership working to enable the effective delivery of all services. • We are in the process of reviewing our staff induction procedures for all new starters / joiners to ensure that they are enabled to effectively contribute to our rehabilitative ethos from day one. • We are embedding the every contact matters agenda into our contract management and staff performance assessment, to prompt discussions about staff/staff and staff/prisoner relationships during contract and performance review meetings. • We recognise the complexity in creating a whole prison rehabilitative culture and therefore in addition to the activities described above, are also currently working with our regional HRBP to explore how we might embed coaching principles into interactions between frontline staff and their managers. We intend to have a strategy in place by April 2014. This work is being led by our Head of Reducing Reoffending. 	
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<p>Prisoners are made aware of their responsibilities in engaging with and accessing services</p>	<ul style="list-style-type: none"> • We aim to have a joint Statement of Purpose with all our delivery partners to embody our rehabilitative ethos promoting responsible citizenship amongst prisoners. • Similarly, all staff (including permanent staff, those on fixed term contracts and partner providers) are made aware of the prison's Statement of Purpose and of our rehabilitative ethos. This is reflected in their contracts, job descriptions and via the SPDR process. • All communication with and service provision to prisoners is accessible and responsive to their diverse and individual needs. All staff are supported to ensure that engagement with prisoners is effective; this is done via our equality and diversity awareness training as well as a diversity resource library that will be improved and maintained by our Head of Safer Prisons and Equalities. • We operate a range of prisoner roles where prisoners support / advocate for their peers, such as our Insiders, Listeners and Diversity prisoner representatives. This enables this group of prisoners to experience civic participation and engagement, and to take on constructive and pro-social roles that provide positive non-offending status and identity. <p>Other prisoner activities are in operation include:</p> <ul style="list-style-type: none"> • Toe by Toe (peer mentoring for literacy skills) • Footprints (mentoring prior to through the gate services on release) • RAPT peer supporters (drug and alcohol coursework support) • Peer mentoring qualification (so that prisoners can act as peer mentors) • Social carers • Inside or Out (co-commissioned with the police crime commissioner) - using RJ practices to divert young people from crime and to support desistance by offenders. <p>These types of activity are core in gaining enhanced IEP status – prisoners have to demonstrate how they are contributing to the community, what they are 'giving back'.</p> <p>We are looking into other ways in which we can give prisoners more responsibility for helping each other, such as the idea of Prisoner Information Desks. We are committed to introducing further initiatives for prisoner-led support during the course of the year – see Table 6.</p> <ul style="list-style-type: none"> • We will look to how best we can assess progress against identified needs on first reception, and subsequent take up of rehabilitative activities. 	
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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 & YOI Winchester's Statement of Purpose reflects our commitment to building a rehabilitative culture and is publicised in key places across the establishment for all staff and prisoners. Internal correspondence including staff and prisoner notices carry this "Encouraging and Supporting Positive Change" Statement. • We are taking active measures to promote and improve understanding of the importance of pro-social behaviours and attitudes at all levels and to work towards a more rehabilitative culture across the prison. The Governor will continue to explain and promote the principles of pro social modelling at full staff meetings and this will be backed up with regular functional staff group meetings to discuss further how staff can practice pro social modelling and what opportunities they have to do this. • We are also considering ways we might further support staff to practice pro social modelling and encourage desistance in prisoners. One such idea is issuing all staff with pocket sized cards to serve as a reminder of the key pro social behaviours; taking time to listen, treat prisoners fairly and with respect, avoid labelling, giving practical assistance in problem solving and expressing and encouraging motivation and hope. This work is being led by our Head of Reducing Re-offending. • We use the formal annual staff reporting mechanism to ensure there is consistency in the way we engage and support offenders and to encourage frontline staff and managers to discuss how staff behaviour can affect prisoner change. • We intend to pilot the "Five Minute Intervention" on B wing through Q1 and Q2 of 2014-15 to develop more consistent and meaningful engagement between staff and prisoners. The results will be analysed in depth, before determining the rate and way we might roll out wider across the prison. • We will look to explore developing a prisoner council working with user voice, whilst we recognise that this will be a challenge, and more so as we transition to a resettlement site, we recognise the potential benefit to us from a having a group that can formally advocate on behalf of their peers, as well as helping us assess good practice across different units/departments within the prison. • Our New Way - In collaboration with the regional HRBP we are currently exploring how we might embed coaching principles into every day staff and staff/prisoner interactions to create a pro-social culture which values growth and learning in both staff and prisoners. • We will measure changes in our culture through staff and prisoner surveys and focus groups. We will ensure that our assessment also accounts for the diverse needs and characteristics of our population enabling us to focus attention appropriately. 	
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<p>Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.</p>	<ul style="list-style-type: none"> • Through the OLASS provider, all prisoners undergo a Learning needs assessment and interview with a CIAS worker. • OLASS provision of basic skills (level 1) training which enables prisoners to engage with the regime as well as providers of rehabilitative services • Toe by toe – peer mentoring reading scheme • Employment benefit advisors – prisoners are given access to assistance re future job prospects or for support onto the DWP work programme and in applying for job seekers allowance. • Prisoners are given access to Job Centre Plus and Career Service advisers re future job/career prospects • The contact details for existing community based services are maintained and accessible to all prisoners 	<p>Nationally Co-commissioned contract - SFA</p> <p>Nationally Co-commissioned SFA</p> <p>Co-commissioned locally.</p> <p>Nationally Co-commissioned – DWP</p> <p>Local agreements / commissioning arrangements</p>
<p>Prisoners can access services that enable them to manage housing needs created as a result of their custody.</p>	<ul style="list-style-type: none"> • NACRO – services to support prisoners in maintaining / closing down tenancy agreements • Housing benefit advice; maintaining tenancy agreements • Provision of Housing advice leaflets • Prisoners have access to the contact details for existing housing services providers. • Seconded Housing advisor from Hampshire County Council to act as a caseworker to secure accommodation for those who require it. 	<p>Regional commissioned contract</p> <p>Co-commissioned local Authority</p> <p>Co-commissioned local Authority</p>

<p>Prisoners can access services that enable them to seek settled and suitable housing for release.</p>	<ul style="list-style-type: none"> • NACRO – HIAS including maintaining tenancy agreements as well as support for securing settled accommodation. • Housing advisor – provide services enabling prisoners to manage their accommodation needs in preparation for release. • Provision of a housing advice leaflet. • Prisoners have access to the contact details for existing community based housing services. 	<p>Regional commissioned contract</p> <p>Co-commissioned local Authority</p> <p>Co-commissioned local Authority</p>
<p>Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.</p>	<ul style="list-style-type: none"> • Prisoners are provided with a debt advice pack. • DWP - Assistance to close down and reinstate benefit claims. • Halifax account programme - Services that enable the opening and management of bank accounts. • CAB and local specialist staff enable prisoners to address any outstanding financial debts. • Prisoners are provided the contact details for existing community based debt management services. 	<p>National contract with CAB</p> <p>Locally Co-commissioned</p> <p>Banking partnership with Halifax</p> <p>Locally Commissioned provider</p> <p>Local commissioning arrangements / agreements</p>
<p>Prisoners can access available services which enable them to address their family welfare and family support needs.</p>	<ul style="list-style-type: none"> • Domestic Visits. • Prisoners immediate families are invited and encouraged to contribute to sentence / [resettlement] planning objectives. • Prisoners are signposted to community based services that support prisoners' families. 	<p>Local commissioning arrangements / agreements</p>

<p>Prisoners have equivalence of access to health services in custody as in the community.</p>	<ul style="list-style-type: none"> On reception, prisoners undergo a health needs assessment, prisoners are subsequently signposted and supported in tackling any identified needs. Prisoners have access to Primary and Secondary health services, including mental health services, commissioned through Health including: Doctor-GP service, Dentist, Nursing care, Optician, Physiotherapy. Prisoners are provided the contact details for existing community health related services. Prisoners with urgent or severe social care needs are referred for further assessment. 	<p>National Co-commissioned NHS England</p> <p>Local Authority Director Public Health Co-commissioned</p> <p>Locally Co-commissioned</p>
<p>Prisoners can access treatment, services, advice and support around drug and alcohol needs.</p>	<ul style="list-style-type: none"> On reception, all prisoners have an individual health assessment. Essential immediate clinical needs are met. Stabilisation, detoxification and observation is undertaken as appropriate. We enable prisoners to access and engage with the relevant health services. Ongoing clinical and psychosocial support is provided as necessary and based upon the needs of the prisoner. Current providers: CNWL, RAPT, CMHT, NA and AA. The prison is engaged with NHS England in order to ensure that prisoner needs are understood and the commissioning strategy is suitable. Prisoners have access to the contact details for services that can support them with their drug and alcohol needs. 	<p>National Co-commissioned NHS England</p> <p>Local Authority Director Public Health Co-commissioned</p> <p>Co-commissioned as appropriate</p> <p>local Commissioned / Co-commissioned</p>
<p>Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.</p>	<ul style="list-style-type: none"> HMP & YOI Winchester recognises that disclosing information relating to being a victim of domestic violence, rape or abuse can be extremely difficult and traumatic for prisoners. All staff have been trained to respond sensitively when prisoners disclose information and have been made aware of how to refer prisoners to appropriate services. Prisoners are provided with contact details and enabled to engage with existing appropriate community based services that support victims of domestic violence, rape or abuse. 	<p>Local Authority Co-commissioned</p>

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<p>Prisoners who have been sex workers can access services that offer them advice and support.</p>	<p>HMP & YOI Winchester recognises that disclosing information relating to being a sex worker can be extremely difficult for prisoners. All staff have been trained to respond sensitively when prisoners disclose information and have been made aware of how to refer prisoners to appropriate services.</p> <p>Prisoners are provided with contact details and enabled to engage with existing appropriate community based services that support sex workers.</p>	<p>Local Authority Co-commissioned</p>
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Table 4b: Rehabilitation Services - Additional Services Offer

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

Segment	Total no. of Prisoners within Segment <ul style="list-style-type: none"> Use the segmentation data tool on the NOMS Performance HUB to get the numerical data you need to populate this column 	Strategic approach to meeting the needs of the segment Title and description of rehabilitative services/interventions and case management activities <ul style="list-style-type: none"> Give the title and a brief description of the case management activities offered to offenders in each segment Give a brief description of the range of rehabilitative services and interventions offered to offenders by segment. Include any accredited programmes on offer. Use the guidance on targeting in Commissioning Intention 4a If a service or intervention is available across more than one segment (for example – TSP may be available to both sex offenders and violent offenders) then state in each applicable box, making clear in the next column the number of completions relating to each segment. 	Indicate whether the service or intervention is commissioned or co-commissioned and the number of offenders who will be able to access the intervention or service annually <ul style="list-style-type: none"> For accredited programmes give the number of completions It is not necessary to record volumes for case management activities
All Offenders – where service targeted by need rather than risk		<p>Personal Social Care – Care plan and care assistant support in line with individual assessed requirements</p> <p>Substance Misuse Services – We will work with NHS England and Public Health England to ensure that offenders who need substance misuse services are able to access them in accordance with their individual care and sentence plans</p> <p>Alcoholics Anonymous Groups – to maintain abstinence from alcohol</p> <p>Narcotics Anonymous Groups – to maintain abstinence from narcotics</p> <p>Health and fitness – fitness and healthy lifestyle programme, linking into the effects of drug and alcohol abuse, forming part of the N-ERGY and RaPT (stepping stones) pre-release course</p> <p>Additional support for offenders with low literacy levels and or language barriers in closing down / reinstating housing tenancies / benefit claims</p> <p>Learning support for offenders with Dyslexia</p>	

		<p>ESOL level one – English for speakers of other languages</p> <p>Employ abilities course & N-ERGY</p> <p>A number of additional services are on offer and if needed they will be targeted at offenders according to their OGRS rating, but it is expected that all demand will be able to be met. These include –</p> <ul style="list-style-type: none"> • You and Your Child (also You and Your Baby, and You and Your Teenager) parenting programme • Story Book Dads • Family Visits • Toe by Toe • Alcoholics anonymous • Narcotics anonymous • Citizens Advice Bureau • Princes Trust • Bank Accounts • Integrated Offender Management • Housing advisory service • N-ERGY pre-release courses • Work based learning (also N-ERGY) • Tenancy training course (No Limits) • Education Enterprise Trust workshops • Inside or Out (mentoring) • Footprints (mentoring) • Job Deal <p>Similarly offenders in custody in the last 3 months of their sentence can expect to be assessed and their resettlement needs (be it housing, training or employment) met. We provide a variety of services working with a number of partners.</p> <p>Recalls: Core rehabilitation services will be available to all fixed term and standard recallers. For those subject to standard recall, we will also ensure they have access to the most appropriate offender management to support their sentence progression and their ability to make representations to the parole board, irrespective of their OGRS score. We will ensure this group can access rehabilitation services in table 4a to expedite their earliest and safe re-release.</p>	
Sexual Offenders	<p>All sex offenders: 6%</p> <p>From this snapshot of 29 sexual offenders -</p>	<p>Nearly all our sex offenders are sentenced to over 12 months; those without a valid PSR will be prioritised based on their sentence length / time left to serve for an OASys assessment.</p> <p>All sex offenders will then be assessed using RM2000 to establish their risk of sexual reconviction.</p>	

	<p>23 are low OGRS, of which: 8 are low OSP, 9 are medium OSP, 4 are high OSP, 2 are very high OSP;</p> <p>5 are medium OGRS, of which: 2 are medium OSP, 1 is high OSP, 2 are very high OSP;</p> <p>And 1 is both very high OGRS and OSP.</p> <p>3 are Indeterminate sentence and a further 3 are Recalls.</p>	<p>Medium RM2000 or above and more than 12 months to serve; we will arrange transfer as soon as possible to one of the regional treatment hubs.</p> <p>Those that are medium RM2000 or above and within 12 months of their release date will be given priority access to our range of additional rehabilitation services as listed in all offenders box above and in the general OGRS 25+ below. We will also share intelligence with appropriate external partners as part of our risk management processes in preparation for their release. We will work with probation providers to ensure that, where offenders have been unable to undertake offending behaviour programmes in custody, they can undertake the most appropriate programme post release.</p> <p>Low RM2000: will not be referred to treatment sites. Indeterminate, mandatory or discretionary life sentence prisoners or those identified to be intellectually disabled (e.g. an IQ between 60 and 80 and adaptive functioning deficits), may be referred to support sites for further assessment to consider suitability for treatment.</p> <p>We will always endeavour to move sex offenders to the designated support site, however we recognise that this is not always practical; and particularly where offenders are nearing their release date and or where spaces are limited.</p> <p>Where space is limited, those that are low RM2000 but not nearing their release date will be prioritised first.</p> <p>Recalls – see comments in all offenders box above.</p> <p>MAPPA – we will manage sex offenders in accordance with MAPPA guidelines.</p>	
Violent offenders	<p>All violent offenders: 33%</p> <p>From this snapshot of 146 violent offenders –</p> <p>18 are low OGRS of which: 7 are low OVP;</p> <p>34 are medium OGRS of which: 10 are low OVP, 9 are medium OVP;</p> <p>59 are high OGRS of which: 6 are low OVP, 28 are medium OVP, 8 are high OVP;</p>	<p>Offenders sentenced to 12 months or more and without a valid PSR (as well as sexual offenders) will be prioritised based on their sentence length / time left to serve for an OASys assessment.</p> <p>In line with regional strategy we will allocate those DV (domestic violence) offenders who meet the criteria to HMP Bullingdon to complete the Healthy Relationship Programme (HRP).</p> <p>Violent Offenders will be prioritised for progressive transfers to the right site delivering the right programme according to their identified risk and needs. First priority transfers will be for those sentenced to less than 4 years, as there is less available time before release for them to engage in offending behaviour work.</p> <p>Time left to serve: We have a sizeable proportion (40%) of violent offenders that are within 6 months of their release date, where their risk of violent (as well as general) re-offending is low they will be able to access our core range of rehabilitation services.</p> <p>Where their risk is elevated, we will also prioritise access to the additional range of</p>	

	<p>34 are very high OGRS, of which: 1 is low OVP, 3 are medium OVP, 17 are high OVP, 5 are very high OVP;</p> <p>1 is very high OGRS and high OVP.</p> <p>51 had no recent OASys, over half of which had <6 months of time left to serve. (Backlog in OASys at time of data capture has now been addressed.)</p> <p>40% are within 6 months of their release date.</p> <p>15 are serving indeterminate sentences whilst a further 20 are recalls.</p>	<p>rehabilitative services as listed for OGRS bands 25 +. Additionally we will share intelligence with appropriate external partners as part of our risk management processes in preparation for their release. We will work with probation providers to ensure that, where offenders have been unable to undertake offending behaviour programmes in custody, they can undertake the most appropriate programme post release.</p> <p>Recalls – see comments in all offenders box above.</p> <p>MAPPA – we will manage violent offenders in accordance with MAPPA guidelines.</p>	
Indeterminate Sentenced Prisoners (ISPs)	<p>ISPs = 26 (6%)</p> <p>Of whom 15 are violent, 5 convicted of robbery, 3 for sexual offences, and 2 for acquisitive offences and 1 'other'.</p>	<p>ISPs will be prioritised for onward transfer to the most appropriate site to support sentence progression, whilst at HMP & YOI Winchester they will receive the most appropriate intensity of offender management dependant upon level of risk and the stage they are at within their sentence to enable progress.</p>	
Low likelihood of any reconviction OGRS 0-24%	<p>Low OGRS = 81 (18%)</p> <p>Of whom 23 are Sex offenders; 8 of these are also low OSP.</p> <p>18 are convicted of violent offences of which 7 are also low OVP.</p> <p>28 are convicted of drugs offences and a further 12 for robbery, motoring, acquisitive and other</p>	<p>Assessment: (over 12 months) – we will assess all offenders using OASys and ensure they have an appropriate sentence plan (and risk management plan as needed). We will prioritise those without a PSR by sentence length / time left to serve and a violent / sexual index offence.</p> <p>Low intensity offender management - we are putting in place an approach based on 'every contact matters' to ensure that all staff who have contact with offenders understand their role in contributing to rehabilitation. This will form the basis of contact with all our prisoners, especially for low risk offenders.</p> <p>Short Sentenced prisoners: will be screened identifying their rehabilitative needs to enable effective resettlement planning.</p> <p>We will refer all offenders within this OGRS group to the core offer at table 4a</p>	

	<p>offences.</p> <p>10 are serving a short (< 12 month) prison sentence.</p>	<p>Risk Management – security considerations and the offenders’ risk of serious harm rating inform decisions relating to the targeting of risk management (regardless of OGRS band)</p> <ul style="list-style-type: none"> • Our minimum risk management approach for all offenders is based on partnership between the OMU, security department and others as required, so that all risk information is shared. Information sharing on each MAPPA 2 or 3 offender is a standing agenda item on our DRM meetings so all parties get to know relevant information. • Medium ROSH ratings prompt a proactive approach to observing and recording behaviour, and sharing information across the prison and restricting/monitoring visits where necessary. • High/very high ROSH ratings are prioritised for highest levels of risk management, which includes monitoring of communications and discussion at inter-departmental risk management meetings in cases of greatest concern <p>A number of additional services are on offer and if needed they will be targeted at offenders according to their OGRS rating, but it is expected that all demand will be able to be met. These include –</p> <ul style="list-style-type: none"> • You and Your Child (also You and Your Baby, and You and Your Teenager) parenting programme • Story Book Dads • Family Visits • Toe by Toe • Alcoholics anonymous • Narcotics anonymous • Citizens Advice Bureau • Princes Trust • Bank Accounts • Integrated Offender Management • Housing advisory service • N-ERGY pre-release courses • Work based learning (also N-ERGY) • Tenancy training course (No Limits) • Education Enterprise Trust workshops • Inside or Out (mentoring) • Footprints (mentoring) • Job Deal <p>Similarly offenders in custody in the last 3 months of their sentence can expect to be assessed and their resettlement needs (be it housing, training or employment) met. We provide a variety of services working with a number of partners.</p>	
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<p>Medium likelihood of any reconviction OGRS 25-49%</p>	<p>Medium OGRS = 85 (19%)</p> <p>3 are Sex offenders.</p> <p>34 are convicted of violent offences, 15 of this group had no recent OASys, and the remainder are all low or medium OVP.</p> <p>21 are convicted for drugs offences, 11 for acquisitive offences, 6 for robbery and a further 10 for motoring and other offences.</p> <p>9 are serving a short prison sentence.</p>	<p>Assessment (over 12 months) – we will assess all offenders using OASys and ensure they have an appropriate sentence plan (and risk management plan as needed), we will prioritise those without a PSR by sentence length / time left to serve and a violent / sex index offence.</p> <p>Low intensity offender management – We will refer all offenders within this OGRS group to the core offer at table 4a and provide contact with offender supervisors through a 'surgery' to follow up on urgent issues.</p> <p>Short Sentenced prisoners – Will be screened identifying their rehabilitative needs to enable effective resettlement planning. Where spaces are not taken by higher OGRS offenders, those that are nearing the end of their sentence, will be prioritised to access rehabilitative services to support their resettlement needs</p> <p>Victim Offender conferencing (RJ) – we will explore how we can develop staff skills and other methods so we can deliver RJ conferences for violent and acquisitive offenders where there is a clear victim.</p> <p>A number of additional services are on offer and if needed they will be targeted at offenders according to their OGRS rating, but it is expected that all demand will be able to be met. These include –</p> <ul style="list-style-type: none"> • You and Your Child (also You and Your Baby, and You and Your Teenager) parenting programme • Story Book Dads • Family Visits • Toe by Toe • Alcoholics anonymous • Narcotics anonymous • Citizens Advice Bureau • Princes Trust • Bank Accounts • Integrated Offender Management • Housing advisory service • N-ERGY pre-release courses • Work based learning (also N-ERGY) • Tenancy training course (No Limits) • Education Enterprise Trust workshops • Inside or Out (mentoring) • Footprints (mentoring) • Job Deal <p>Similarly offenders in custody in the last 3 months of their sentence can expect to be assessed and their resettlement needs (be it housing, training or employment) met. We provide a variety of services working with a number of partners.</p>	<p>Number of conferences per year to be confirmed</p>
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<p>High likelihood of any reconviction OGRS 50- 74%</p>	<p>High OGRS = 159 (36%)</p> <p>None of which were sex offenders.</p> <p>59 are convicted of violence offences, 17 of this group had no recent OASys, 86% of the remainder have an elevated OVP score 30 +.</p> <p>41 are convicted for acquisitive offences, a further 26 for robbery, 21 for drug related and a further 12 for motoring and other offences.</p> <p>28 are serving a short prison sentence.</p>	<p>Assessment – (over 12 months) we will assess all prisoners using OASys and ensure they have an appropriate sentence plan (and risk management plan as needed), we will prioritise those without a PSR by sentence length / time left to serve and a violent / sex index offence.</p> <p>Medium Intensity offender management: For those cases which we are not retaining in the establishment, the first priority is to ensure that offenders sentenced to less than 4 years within this group are moved to a prison that can meet their rehabilitation needs. For those cases remaining at HMP & YOI Winchester, or with time to wait before they are transferred, we will also offer one to one supervision. Recognising the size of this group, we will prioritise those with less than 6 months left to serve first, and the most violent offenders with OVP over 30, sex offenders with a RM2000 above low and all indeterminate sentenced offenders.</p> <p>Short sentence prisoners: Will be screened identifying their rehabilitative needs to enable effective resettlement planning. Those that are nearing the end of their sentence will be prioritised to access rehabilitative services to support their resettlement needs. Contact will be made with public protection agencies, as required, in preparation for release.</p> <p>Victim Offender conferencing (RJ) – we will explore how we can develop staff skills and other methods so we can deliver RJ conferences for violent and acquisitive offenders where there is a clear victim.</p> <p>Acquisitive offenders: We are working with NHS England and Public Health England to ensure that offenders who need substance misuse services are able to access them in accordance with their individual care and sentence plans. Offender supervisors will work with providers to motivate and encourage offenders to actively engage in their recovery.</p> <p>A number of additional services are on offer and if needed they will be targeted at offenders according to their OGRS rating, but it is expected that all demand will be able to be met. These include –</p> <ul style="list-style-type: none"> • You and Your Child (also You and Your Baby, and You and Your Teenager) parenting programme • Story Book Dads • Family Visits • Toe by Toe • Alcoholics anonymous • Narcotics anonymous • Citizens Advice Bureau • Princes Trust • Bank Accounts • Integrated Offender Management • Housing advisory service • N-ERGY pre-release courses • Work based learning (also N-ERGY) 	<p>Number of conferences per year to be confirmed</p>
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		<ul style="list-style-type: none"> • Tenancy training course (No Limits) • Education Enterprise Trust workshops • Inside or Out (mentoring) • Footprints (mentoring) • Job Deal <p>Similarly offenders in custody in the last 3 months of their sentence can expect to be assessed and their resettlement needs (be it housing, training or employment) met. We provide a variety of services working with a number of partners.</p>	
Very high likelihood of any reconviction OGRS 75-89%	<p>Very High OGRS = 99 (22%)</p> <p>34 are convicted of violent offenders, of these 8 had no recent OASys, and nearly all of the remainder (88%) had a high or very high OVP (score of 60+).</p> <p>47 are convicted of acquisitive offences; a further 18 for all other offence types.</p> <p>25 are serving a short prison sentence.</p>	<p>Assessment – (Over 12 months) - We will assess all offenders using OASys and ensure they have an appropriate sentence plan (and risk management plan as needed), we will prioritise those without a PSR by sentence length / time left to serve and a violent / sex index offence.</p> <p>Highest Intensity offender management: For those cases which we are not retaining in the establishment, the first priority is to ensure that prisoners sentenced to less than 4 years within this group are moved to a prison that can meet their rehabilitation needs, however after 01/10/14 all offenders sentenced to less than 12 months will stay at HMP & YOI Winchester.</p> <p>For those offenders remaining at Winchester, or with time to wait before they are transferred, whilst remaining at Winchester they will be offered a higher intensity of offender management including longer supervision sessions. We will particularly prioritise those with less than 6 months left to serve, the highest OGRS and OVP groups, and indeterminate sentenced offenders approaching a key stage in their sentence such as a parole hearing.</p> <p>Also for those with less than 6 months left to serve, and as part of our public protection commitment and risk management measures, we will share intelligence with appropriate external partners in preparation for their release</p> <p>Short sentence prisoners: Will be screened identifying their rehabilitative needs to enable effective resettlement planning. Those that are nearing the end of their sentence will be prioritised to access rehabilitative services to support their resettlement needs. Contact will be made with public protection agencies, as required, in preparation for release.</p> <p>Acquisitive offenders: We are working with NHS England and Public Health England to ensure that offenders who need substance misuse services are able to access them in accordance with their individual care and sentence plans. Offender supervisors will work with providers to motivate and encourage offenders to actively engage in their recovery</p> <p>A number of additional services are on offer and if needed they will be targeted at offenders according to their OGRS rating, but it is expected that all demand will be able to be met. These include –</p> <ul style="list-style-type: none"> • You and Your Child (also You and Your Baby, and You and Your Teenager) parenting programme 	

		<ul style="list-style-type: none"> • Story Book Dads • Family Visits • Toe by Toe • Alcoholics anonymous • Narcotics anonymous • Citizens Advice Bureau • Princes Trust • Bank Accounts • Integrated Offender Management • Housing advisory service • N-ERGY pre-release courses • Work based learning (also N-ERGY) • Tenancy training course (No Limits) • Education Enterprise Trust workshops • Inside or Out (mentoring) • Footprints (mentoring) • Job Deal <p>Similarly offenders in custody in the last 3 months of their sentence can expect to be assessed and their resettlement needs (be it housing, training or employment) met. We provide a variety of services working with a number of partners.</p>	
Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	<p>Prolific OGRS = 21 (5%)</p> <p>18 of this group are Acquisitive offenders.</p> <p>All bar one of this group have less than 6 months left to serve.</p>	<p>Assessment – (Over 12 months) - We will assess all offenders using OASys and ensure they have an appropriate sentence plan (and risk management plan as needed), we will prioritise those without a PSR by sentence length / time left to serve and a violent / sex index offence.</p> <p>Highest Intensity offender management: As almost all of this group have less than 6 months left to serve, we expect that they will all remain at HMP & YOI Winchester. All of this group will be offered a suitable level of offender management including longer supervision sessions where appropriate.</p> <p>Also for this OGRS group, as part of our public protection commitment and risk management measures, we will share intelligence with appropriate external partners in preparation for their release</p> <p>Short sentence prisoners: Will be screened to identify their rehabilitative needs to enable effective resettlement planning. 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>A number of additional services are on offer and if needed they will be targeted at offenders according to their OGRS rating, but it is expected that all demand will be met. These include –</p> <ul style="list-style-type: none"> • You and Your Child (also You and Your Baby, and You and Your Teenager) 	

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		<p>parenting programme</p> <ul style="list-style-type: none"> • Story Book Dads • Family Visits • Toe by Toe • Alcoholics anonymous • Narcotics anonymous • Citizens Advice Bureau • Princes Trust • Bank Accounts • Integrated Offender Management • Housing advisory service • N-ERGY pre-release courses • Work based learning (also N-ERGY) • Tenancy training course (No Limits) • Education Enterprise Trust workshops • Inside or Out (mentoring) • Footprints (mentoring) • Job Deal <p>Similarly offenders in custody in the last 3 months of their sentence can expect to be assessed and their resettlement needs (be it housing, training or employment) met. We provide a variety of services working with a number of partners.</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)
6 d: Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.	Develop old kitchen into a place of work. Develop a bid with support from the centre based upon what work is available and the resources required to deliver the project. April 14 Carryout the work to the area with capital money. August 14 Recruit instructor to work in the area. August 14 Begin delivery of work with prisoners. January 15	
1 d: Good quality risk assessments, risk management systems and information-sharing between partner agencies (where relevant) result in the application of appropriate public protection and security measures, and these ensure the needs of victims are appropriately addressed.	Develop Safeguarding knowledge Work alongside the local authority to establish a local safeguarding adult policy ensuring that this feeds in to the county wide policy. April 14 Establish a local safeguarding board that reviews serious cases and disseminates "lessons learnt". April 14 The Governor to be become part of the Hampshire safeguarding board. May 14	
6 e: Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.	Develop and further increase the Video Links facility Create closer links with the "key" courts in Hampshire including Southampton, Portsmouth, Winchester to improve communication and understanding. May 14 Senior prison manager to sit on court user groups and attend meetings. April 14 Develop a bid to increase and improve the PCVL facility with an ambition to reach 40% of all hearings heard via video link. November 14	
2 d: In England – Work together with local	Develop the Social Care agenda, building on work already carried out, and improving disabled facilities By the end of March 2015 we will be able to evidence joint work between HMP & YOI Winchester, our healthcare	

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<p>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.</p>	<p>commissioners and provider, and social care services so that:</p> <p>The level of social care services provided reflects the evidenced needs of the prison population; evidence of how needs are met is identified by the Governor, IMB, and other stakeholders.</p> <ul style="list-style-type: none"> • We will, as a minimum, have arrangements in place for suitably qualified staff to assess prisoners social care needs. • 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. • If our population is identified as having a high level of social care need, then regular arrangements for social care services in place. <p>Key Delivery Milestones 2014/15</p> <p>Quarter 1: Having approached our Local Authority (LA), we will develop a joint Prison/LA action plan to prepare for April 2015. The LA already does sit on the Prison Health Partnership Board and Local Delivery Board, to ensure an integrated approach to health and social care.</p> <p>Quarter 2: A Prison/LA action plan is in place to prepare for April 2015 and implementation has commenced. 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; and the role of the Prison in informing the design of any local authority service specifications.</p> <p>Quarter 3/4: The Prison/LA action plan is implemented to prepare for April 2015. By this time we will have 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.</p> <p>We are already in contact with our local authority; we will work together to ensure there is equivalence in social care, that the services provided to prisoners are commensurate with services in the community.</p>	
<p>1 a: There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who</p>	<p>Develop the Every Contact Matters approach through the Five Minute Intervention</p> <p>Train and support staff in the FMI approach including all residential CMS. Provide them with professional support and monitor results through complaints and application numbers. June 14</p> <p>Develop a prisoner information desk (PID) approach towards improving prisoner welfare and answering queries at an early stage. April 14</p>	

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work with offenders. 1 b: All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.		
6 b: Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable delivery where in-house capacity does not exist.	<p>Explore the RJ approach Develop an RJ strategy that provides clarity and governance. July 14 We will deliver 10 conferences per year for violent and acquisitive offenders where there is a clear victim and they are willing to engage. Feb 15</p>	
2 g: In England - Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to make prisons places of work and strengthen the focus on employability. Enhance access to mainstream learning and employment services for offenders on return to the community.	<p>Maximise OLASS and all work placements through effective sequencing Engage all prisoners through the induction process and identify needs, allocating them appropriately. April 14 Ensure that all learning and skills activity is seen as high priority by staff and prisoners and that non attendance is challenged. April 14 Aspire to achieve 85% attendance in West hill and 80% in the main prison. June 14</p>	

<p>6 a: Engage with existing local structures and ensure that training and awareness is embedded among key staff groups, in order to deliver on the identification, assessment and management of extremist offenders. Ensure referral, where appropriate, to interventions (including Channel), structured assessment (including Extremism Risk Guidance (ERG22+) and structured interventions including Healthy Identity Intervention (HII)) and, within prisons, faith-based programmes (including Tarbiyah & Ibaana) according to offender risk and need.</p>	<p>Following any assessment of the processes contained within CI 6a this year, we will ensure that any recommendations identified are implemented within a reasonable timescale.</p>	
<p>1.3.5.6</p>	<p>Enabling Environments. HMP Winchester will drive towards gaining enabling environment status in high impact areas within the establishment, such as the CSU and Gym. We will identify these potential areas and on agreement with the DDC action plan implementation.</p>	<p>Yes</p>
<p>2a</p>	<p>Integration of delivery Recognising that the range and volume of partners with which we work is expanding, the Governor will ensure that by September 2014 HMP Winchester will review how it works with existing and new partners and providers (including by anticipating any changes as a result of Through the Gate) and create plans which describe how we will deliver:</p>	

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	<ul style="list-style-type: none"> • A clear strategic vision for how services align to maximise outcomes and create an integrated, seamless offender management service (including a shared understanding of outcomes and priorities) • A clear agreed plan of how services sequence and compliment each other, providing continuity of services to offenders both within the prison (facilitating the needs of all providers and contractual partners to allow them to effectively deliver) • Leadership which actively enables and integrates services, where partnership working arrangements improve performance and aid resolution of issues • An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others • An agreement on how to safely use and share data and information <p>Progress towards implementation of plans will be monitored via supervision, via SLT meetings and by the strategic reducing reoffending meeting.</p>	
1.	<p>Building Resilience.</p> <p>HMP Winchester will provide awareness to staff of factors that can reduce resilience. We will produce a Local resilience Plan by April 2014. We will monitor compliance to the plan at weekly management meetings.</p> <p>Progress will be monitored against the sickness absence SDI and specifically performance against comparator establishments. The Regional HRBP will monitor the impact of New Ways of working.</p>	Yes
2g	<p>HMP Winchester will continue to look to maximise commercial work in line with the governments working prisons. A growth plan will be produced locally and shared with the DDC by July 2014 outlining how the establishment will increase activity hours.</p>	Yes

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

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

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

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

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

Table 7b: Service specifications applicable under this Local Annex

For the following specifications, indicate which are applicable to the establishment by confirming Yes or No			
37	Specialist Units (HSE)	No	Existing service specification which remains in force
38	Bail Services	Yes	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	Yes
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	Yes
Visits - Services for Visitors	Visitors are able to purchase snacks and hot/cold drinks prior to the visits period.	No
Visits - Services for Visitors	Visitors are able to purchase a meal and hot/cold drinks prior to the visits period.	No
Visits - Services for Visitors	Private meetings can be facilitated between visitors and Partner Agencies.	Yes
Visits - Services for Visitors	There are facilities for children to play whilst waiting to visit a prisoner.	Yes
Visits - Services for Visitors	Visitors receive information through a variety of media regarding relevant support services.	Yes
Visits - Services for Visitors	A Family Support Worker is available to support families.	Yes
Faith and Pastoral Care	Prisoners have access to a Resettlement Chaplaincy Scheme.	No
Mandatory Drug Testing	Prisoners found guilty of misuse of Class B and/or Class C drugs or who frequently refuse to comply with MDT testing may be subject to a Frequent Testing Programme.	Yes
Mandatory Drug Testing	Prisoners may be subject to Reception testing.	No
Prisoner Employment, Training & Skills	Prisoners have the opportunity to gain industry recognised and accredited qualifications through employment, training and skills according to risk and need.	Yes
Prisoner Employment, Training & Skills	Qualifications gained are aligned with market needs and within the Qualifications and Credit Framework	Yes
Deliver Accredited Programmes	Competent staff are contributed to the national training provision as agreed by the commissioner. Output wording subject to revision	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)	[0.5] hours daily	
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	8	1	31.25	£0	£0	£0	£0	£0	£0
Industries - Charity	IT for Africa	12	1	31.25	£0	£0	£0	£0	£0	£0
Industries - Enterprise/Contracts Services	Enterprise/Contract Services Workshop 5	26	2	31.25	£0	£0	£28,275	£0	£0	£0
Industries - Enterprise/Contracts Services	Enterprise/Contract Services Workshop 4	12	1	31.25	£0	£0	£13,050	£0	£0	£0
Industries - Land Based Activities	Gardens	6	1	31.25	£0	£0	£0	£0	£0	£0
Industries - Other Workshop	Woodwork	12	1	31.25	£0	£0	£3,000	£0	£0	£700
Industries - PICTA	PICTA	12	1	31.25	£0	£0	£0	£0	£0	£0
TOTAL		88	8		£0	£0	£44,325	£0	£0	£700

Table 8b: Services (not industries)

Table 8b CU095b (Hours Worked in Services) – this should contain services that are measured under this specific metric			
Activity Service Code	Service Description	Maximum number of prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
Orderly cleaners	Cleaner	32	31.25 pp Total = 1000
Orderly cleaners	Painter	12	31.25 pp Total = 375
Orderly cleaners	Servery	27	31.25 pp Total = 844
Orderly cleaners	Gym Orderly Main	4	31.25 pp Total = 125
Library	Library Orderly & T by T	2	31.25 pp Total = 63
Other Occupations	Chapel Orderly	1	31.25 pp Total = 31
Other Occupations	Rapt Orderly	2	31.25 pp Total = 63
Orderly cleaners	Centre Cleaners	2	31.25 pp Total = 63
Orderly cleaners	Education Orderly	4	31.25 pp Total = 125
Orderly cleaners	No 1 Servery	6	31.25 pp Total = 188
Orderly cleaners	CSU Orderly	1	31.25 pp Total = 31
Other Occupations	Insider	5	31.25 pp Total = 156
Recycling Activities	Yards	12	31.25 pp Total = 375
Orderly cleaners	Kit Orderly	14	31.25 pp Total = 438
Orderly cleaners	CES Orderly	3	31.25 pp Total = 94

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Kitchen	Kitchen Workers	28	31.25 pp Total = 875
Other Occupations	Reception Orderly	2	31.25 pp Total = 63
Other Occupations	Canteen Orderly	4	31.25 pp Total = 125
Orderly cleaners	Bloodspill/Healthcare Orderly	4	31.25 pp Total = 125
Sub total		165	Total = 5156.25

Table 8c- other permanent activity places

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

Table 8c: Other Activities			
This should contain activities that are not in scope of either CU095a (Hours Worked in Industry) or CU095b (Hours Worked in Services) metrics.			
Activity Service Code	Activity Description	Maximum number of FTE prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
Education leading to accreditation	Education	92	31.25 pp Total = 2875
ROTEX	Community Work ROTL	10	31.25 pp Total = 313
ROTL	Gardens ROTL	4	31.25 Total = 125
Sub total		106	Total = 3312.50
Table 8 Total		359	Total = 11218.75

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	3h 42m	0h 00m	1h 09m	0h 10m	0h 34m	5h 38m
Tue	3h 42m	0h 00m	1h 09m	0h 10m	0h 34m	5h 38m
Wed	3h 42m	0h 00m	1h 09m	0h 10m	0h 34m	5h 38m
Thu	3h 42m	0h 00m	1h 09m	0h 10m	0h 34m	5h 38m
Fri	1h 54m	3h 50m	1h 09m	0h 10m	0h 22m	7h 29m
Sat	2h 42m	1h 13m	0h 00m	0h 10m	0h 00m	4h 06m
Sun	2h 42m	1h 13m	0h 00m	0h 10m	0h 00m	4h 06m

5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	3h 21m	0h 46m	1h 09m	0h 10m	0h 32m	6h 00m

7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	3h 10m	0h 54m	0h 49m	0h 10m	0h 23m	5h 28m

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
		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
CU006	CAT A Escapes		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CU007	Escapes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CU016	Mandatory Drug Testing (MDT)	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	
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 & 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	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

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	(A&CA)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
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
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU075	HMIP Respect	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.79
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU077	HMIP Safety	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.92
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU078	HMIP Purposeful Activity	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.58
		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	2.86
		3.00	3.00	3.00	3.00	3.00	3.00	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	2.83
		3.00	3.00	3.00	3.00	3.00	3.00	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 Parole Process (GPP)	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU083	OASys Quality	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU086A	Return of MAPPA 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
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CU019	Sex Offender Treatment Programme (SOTP) Completions																		942
CU021	Offending Programme Completions	Behaviour (OBP)																	
														0.00	0.00			0.00	6,456.00

Regimes

			Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU013	Settled Accommodation on Discharge		84.00 %	84.00 %	84.00 %	84.00 %	84.00 %	84.00 %	84.00 %	84.00 %	84.00 %	84.00 %	84.00 %	84.00 %	84.00 %	84.00 %	84.00 %	84.00 %	84.00 %	
CU014	Training / Education on Discharge		11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	
CU015	Employment on Discharge		24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	
CU095a	Hours Worked In Industry																			

General

			Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CR003	Staff 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