



National Offender  
Management Service

**Annex to West Midlands  
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 Drake Hall**

**Local Establishment Annex 2014-15**

Version Control Table		
Version No.	Reason for Issue / Changes	Date Issued / Amended
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This document is the Local Establishment Annex 2014-15 to the West Midlands 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	<b>HMP/YOI Drake Hall</b>
Establishment type	<b>Female Closed</b>
Specialist function	
Security Category / Categories:	<b>Female prisoners, suitable for closed conditions or lower</b>
Annual Operating Price	To be agreed

### 2. Establishment Population

**HMPS** shall provide the Operational Capacity and Certified Normal Accommodation (CNA) at the **Establishment**, as recorded in the table below. There is a legal requirement for any variations to Operational Capacity or CNA to be approved through the cell certification process set out in PSI 17/2012 Certified Prisoner Accommodation. Where there is a material difference between the commissioned Operational Capacity and CNA recorded in the table below and the certified levels, the **Notice of Change** process must be followed.

Table 2a: Capacity Specification	
Certified Normal Accommodation	315
Operational Capacity	315

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:	Female
Age:	Adults (21 and over), Young Adults (18 to 21)
Security Category:	Female prisoners suitable for closed conditions or lower
Sentence Status:	Sentenced prisoners
Sentence Length / Type:	5% Resettlement 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 & YOI Drake Hall is a female training prison holding prisoners aged 18 and over. The population is mainly comprised of longer sentenced determinate prisoners. This establishment mostly holds prisoners sentenced at courts in the North West and the West Midlands regions and receives most of its prisoners from other female prisons, particularly Styal and Foston Hall and Eastwood Park. This establishment specialises in foreign national prisoners.*

**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	0	N/A	N/A	N/A	N/A	N/A	0
Prisoners sentenced to less than 12 months	N/A	N/A	N/A	N/A	N/A	22	22
Determinate prisoners serving 12 months or more but less than 4 years	N/A	N/A	N/A	N/A	N/A	86	86
Determinate prisoners serving more than 4 years	N/A	N/A	N/A	N/A	N/A	136	136
Indeterminate prisoners	N/A	N/A	N/A	N/A	N/A	22	22
	N/A	N/A	N/A	N/A	N/A	16	16
Determinate and indeterminate Recallees	N/A	N/A	N/A	N/A	N/A	16	16
Non-criminals	N/A	N/A	N/A	N/A	N/A	17	17
Resettlement	N/A	N/A	N/A	N/A	N/A	16	16
Discretionary	N/A	N/A	N/A	N/A	N/A	N/A	0
Total	0	0	0	0	0	315	315
Resettlement	Yes	Reset %		5	Reset No.		16
Specialist Function							

## SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions

CI Title & No.	Response to Commissioning Intention
<b>1. Enhance public protection and ensure a safe, decent environment and rehabilitative culture</b>	<p><b>1A There is a sense of purpose in relation to rehabilitation, desistance and progression through a sentence which is shared and understood by all who work with offenders</b></p> <ul style="list-style-type: none"> <li>• In order to mitigate the negative effects of imprisonment and to reduce reoffending, HMP YOI Drake Hall is committed to providing an environment whereby all are united in working towards the goal of supporting offenders to change their lives whilst also protecting the public. This will be achieved by adhering to the Every Contact Matters strategy. It is understood that all interactions between staff and prisoners should be positive and meaningful as every conversation should count. These communications should be consistent and constructive. Challenges should be made where appropriate and staff should aim to guide and support offenders in making changes, using the coaching method as this is more effective than telling them how to do so. In line with desistance literature, offenders are more likely to change their attitudes in a positive way if they can see that the people they are working with believe in them and have hope that their futures can be different. To encourage staff in this, it is Drake Hall's intention to deliver specific Every Contact Matters training to all staff in order to increase awareness of assertive communication, pro-social modelling, positive thinking and collaborative working. It will also be highlighted that research suggests a focus on personal strengths and protective factors, rather than on risk factors alone, is more effective in reducing reoffending. Following the implementation of this training, questionnaires will be distributed amongst staff and prisoners to monitor the outcomes of the training and to understand how best to move forwards with this strategy. Furthermore, discussions will be held with regional psychologists to explore the possibility of other development opportunities for staff/identifying issues for development amongst staff.</li> <li>• In order to understand how offenders experience front line staff in Drake Hall, results from the 2012 MQPL will be analysed with a view to improving working relationships within the establishment.</li> <li>• Drake Hall will identify an intervention similar to the Portland package in order to best manage conflicting situations, as this will have a positive impact on offenders and staff.</li> <li>• Drake Hall is pursuing accreditation for a whole prison Enabling Environment. Literature in this area suggests that all offenders, not simply those with personality disorders, benefit from supportive, respectful living environments.</li> </ul>

	<p><b>1B All work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance</b></p> <ul style="list-style-type: none"> <li>As discussed above, training and ongoing monitoring will be conducted to ensure that all staff actively implement the Every Contact Matters Strategy.</li> </ul> <p><b>1C Efforts are made to ensure offenders experience the environment as safe</b></p> <ul style="list-style-type: none"> <li>Following the Safer Custody audit of June 2013, which was awarded green, an action plan was formulated to ensure the recommendations were followed and completed. This will ensure the continued safety of the offenders within Drake Hall.</li> <li>CCTV will be introduced on the housing units to enable more effective and supportive monitoring of the wellbeing of offenders.</li> </ul> <p><b>1D Good quality risk assessment, 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 the victims are appropriately addressed</b></p> <ul style="list-style-type: none"> <li>HMP YOI Drake Hall will fulfil a commitment to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that individual establishments' Local Security and Public Protection Strategies will be kept up to date in line with current policy</li> </ul> <p><b>1E Intelligence is gathered, developed and shared in a safe and timely manner</b></p> <ul style="list-style-type: none"> <li>HMP YOI Drake Hall will fulfil a commitment to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that individual establishments' Local Security and Public Protection Strategies will be kept up to date in line with current policy</li> </ul> <p><b>1F The availability of drugs and mobile phones in prisons is tackled</b></p> <ul style="list-style-type: none"> <li>HMP YOI Drake Hall will fulfil a commitment to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that individual establishments' Local Security and Public Protection Strategies will be kept up to date in line with current policy</li> </ul> <p><b>1G Prisoners are prevented from continuing criminality from within prisons</b></p> <ul style="list-style-type: none"> <li>HMP YOI Drake Hall will fulfil a commitment to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that individual establishments' Local Security and Public Protection Strategies will be kept up to date in line with current policy</li> </ul>
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<b>2. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners</b>	<p><b>2A There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders</b></p> <ul style="list-style-type: none"> <li>• Every offenders sentence and experience are sequenced through a variety of service providers both internally and externally in order to maximise outcomes.</li> <li>• Sequencing meetings are held monthly where by interventions are prioritised to make best use of all available resources and to determine level of need</li> <li>• This meeting has proven to be instrumental in the significant achievements in minimising programme de-selectors, failures to attend and misallocation of provision.</li> <li>• See Table 6 for Development Objective</li> </ul> <p><b>2B Facilitate the ongoing operation of mandating day one entry of prison leavers onto the DWP Work Programme and any future changes through the introduction of Universal Credit.</b></p> <ul style="list-style-type: none"> <li>• DWP staff (Employment Benefit Advisers) are located within the prison Offender Management hub alongside other offender management services. They are provided with an office with space for private interviews and have a standalone broadband and telephone line for each member of staff. The EBAs participate in the regular discharge boards and are provided with data on releases via the offender management staff and also have access to P Nomis. EBAs join the monthly offender management meeting and are able to express any concerns about non attendance for interviews.</li> </ul> <p><b>2C In England - work together with NHS England and Public Health England in line with the National Partnership and Co commissioning Agreement to ensure that NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody support both health and justice outcomes and:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Are informed by an up to date Health Needs Assessment<sup>24</sup> taking account of the reconfiguration of the custodial estate including the creation of Resettlement Prisons</b></li> <li><input type="checkbox"/> <b>Support sustainable recovery from addiction to drugs and alcohol and improved mental health including dual diagnosis;</b></li> <li><input type="checkbox"/> <b>Promote continuity of care from community to custody, between establishments and through the prison gate in partnership with new providers of probation services;</b></li> <li><input type="checkbox"/> <b>Are implemented alongside efforts to reduce the supply of drugs and alcohol in to prisons and the diversion of prescribed medication.</b></li> </ul> <ul style="list-style-type: none"> <li>• NHS commissioned health services will be informed by an up to date Health Needs Assessment, alongside the Health Prison Delivery Plan, and monitored through the clinical governance procedures.</li> <li>• Substance misuse issues will be addressed and supported by agencies such as DARS and Brighter Futures.</li> <li>• Upon completion of NPS/ CRC re-organisation we will work closely to develop through the gate services to promote continuity of care</li> <li>• Work will continue with all partner agencies to promote the reduction of diversion of medication within the establishment. Compliance will be measured at the Healthcare Ops meeting.</li> </ul>
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**2D In England - Work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves.**

By the end of March 2015 there is evidence of joint work between the prison regime, healthcare and social care services so that:

- The level of social care services provided in each prison reflects the evidenced needs of the prison population; evidence of how needs are met is identified by the Governor, HMIP/IMB, commissioners or other stakeholders.
- As a minimum, there are arrangements 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.

**2E In England - Work with local authorities to promote inclusion of, and maximise benefits to, offenders' families.**

- HMP YOI Drake Hall recognises that supportive and pro-social family / marital relationships are one of the key factors linked to desistance.
- HMP YOI Drake Hall establishes relationships with Local Authorities and is developing enhanced delivery plan (which includes sharing aggregate and individual data to identify families meeting the Troubled Families programme criteria).
- HMP YOI Drake Hall offers and improve interventions and services for offenders and their families generally, seeking to enhance these where appropriate and in response to offender need over the SLA period.

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

- Drake Hall will be a part of the Personality Disorder Pathway between Foston Hall, Drake Hall and Crowley House where Drake Hall will work towards becoming the first 'whole prison approach Enabling Environment' through the National Enabling Environments Prison and Probation Programme (NEEPPP) incorporating the Royal College of Psychiatrists. The Enabling Environment at Drake Hall will endeavour to be a progressive environment for those women who have accessed the new Personality Disorder Treatment Programme at Foston Hall to encourage them to use the skills and tools that they have learned in a more open and community approach environment. The Award of the Enabling Environment we hope to be achieved by August 2015.

**2G In England - Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to**

	<p><b>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.</b></p> <ul style="list-style-type: none"> <li>• <i>“Making Prisons Work; skills for rehabilitation. A Review of Offender Learning”</i> is utilised to inform decisions about the learning opportunities that are offered at HMP YPI Drake Hall, based on labour market needs in the areas in which prisoners resettle, combined with individual learning needs and aspirations.</li> <li>• The Head of Learning and Skills seek to improve regime planning, recruitment onto courses and classroom attendance at HMP YOI Drake Hall; this is a particular focus for HMP YOI Drake Hall.</li> <li>• The OLASS contract provides suitable training and qualifications to prepare offenders for work after release and provides robust performance monitoring to ensure delivery meets need.</li> <li>• The curriculum plan will be revised in accordance with the offender journey and in accordance with individual needs based on an annual needs assessment.</li> <li>• HMP YOI Drake Hall provides employment placements for offenders during their sentence to increase the likelihood of future progression, in addition to actively seeking employment opportunities for offenders upon release.</li> </ul> <p><b>2H In England - Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.</b></p> <ul style="list-style-type: none"> <li>• The OLASS contract provides suitable training and qualifications to prepare offenders for work after release.</li> <li>• See also the response to 6D in this table.</li> </ul> <p><b>2I In Wales - Continue to work with the Welsh Government and its devolved agencies to ensure alignment between offender services directly commissioned by NOMS and the Welsh Government’s devolved responsibilities, to maximise outcomes for offenders, their families and local communities.</b></p> <p>n/a</p>
<p><b>3. Deliver an efficient, quality service</b></p>	<p><b>3A Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.</b></p> <ul style="list-style-type: none"> <li>• General offending behaviour programmes such as TSP have been shown to be effective at reducing reoffending for certain offence groups, such as violent, sexual and drug offences. There is little benefit to date in the research for robbery and acquisitive offenders completing such programmes. TSP is therefore not commissioned for such offenders. Work is ongoing to identify “what works” with these groups and it would be HMP YOI Drake Hall’s intention to deliver such interventions once identified through national research.</li> <li>• As Drake Hall is a women’s establishment, it is widely recognised that the needs of the population differ from those of the wider male estate. This is taken into account by both Drake Hall and its supporting partner agencies in order to address the criminogenic needs of the women</li> </ul>

to reduce reoffending. Further research into women's needs is expected in the coming months, and action plans will be formulated following the publication of such research in order to ensure that Drake Hall's provision is the most effective that it can be.

- Research regarding the pathways and effective ways to manage these will be identified and results from such research implemented in order to best address offender needs.

**This Commissioning Intentions also links to :**

**CI 4a** HMP YOI Drake Hall will use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they deliver the greatest outcomes for investment

**CI 5a** HMP YOI Drake Hall will look at the relevant individual needs and characteristics are effectively identified, assessed, and monitored. This information is shared appropriately, proactively and sensitively across the organisation, and with delivery partners

**CI 5 b** HMP YOI Drake hall will ensure that Information regarding individual needs and characteristics is used to adapt and sequence services to meet individual needs and maximise their benefit, and offenders are supported and encouraged to access appropriate services

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

HMP YOI Drake Hall has a comprehensive Assurance Framework that covers all areas of delivery and enables us to assess performance, identify areas for improvement and provide evidence to interested parties on quality of delivery and defensible use of resources.

**Our internal Assurance Framework consists of but is not limited to:**

- Delivery against Service Delivery Indicators (SDI's) and internally set monitoring targets (Management Information) – Remedial Actions directed, agreed and discussed at SMT where appropriate and disseminated out.
- Action Plan Completion – Self Audit, Functional, HMIP, External Audit, Programmes Audit etc – Assurances given through direct reporting to Region, the Governor and SMT
- Audit – **Self Audit** (Action agreed by standard owner), **Internal Audit/Inspection** (Actions agreed by functional head/directed by Governor), **National Systems Audit** (local processes reviewed and remedial action taken where necessary – e.g. Payment Plus, Use of Force), **Audit and Corporate Assurance** (Governor agrees Action plan with Functional Lead and progress is formally reported back).
- HMIP – expectations and progress against recommendations accepted in Action Plan
- Assurance against Specifications (including all PSI Required Actions) – SBC Programme surrounds both Cost and Delivery
- MQPL – Performance is monitored through Prisoner Consultation (You Said/We Did) and specific actions surrounding issues raised – Task and Finish Group in existence.
- Risk Register – Risks are allocated to owners – feedback is given at SMT – formal Risk Reviews take place quarterly and following a significant event.
- National Training Requirements completed – Information Assurance, Fire Safety etc

	<ul style="list-style-type: none"><li>Internal Quality Assurance Frameworks pertaining to specific Service Delivery Elements e.g. Programme Delivery, Learning and Skills Delivery, Healthcare Services</li><li>Contract Management and Monitoring Forums in place in respect of all Commissioned Services</li></ul>																											
<b>4. Ensure delivery is matched to population, purpose and NOMS outcomes</b>	<p><b>4A Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they deliver the greatest outcomes for investment.</b></p> <ul style="list-style-type: none"><li>HMP YOI Drake Hall has identified that general offending behaviour programmes such as TSP have been shown to be effective at reducing reoffending for certain offence groups, such as violent, sexual and drug offences. There is little benefit to date in the research for robbery and acquisitive offenders completing such programmes. TSP is therefore not commissioned for such offenders. Segmentation data is reviewed to ensure services offered of maximum benefit for the rehabilitation and reduction of re offending taken this into account we will deliver TSP in the next financial year. As a result of this data the focus of resources for intervention is within this risk group. This results in the highest level of intensity of case management and risk management taking place for offenders in this risk bracket. This is highlighted in the response to Table 4b</li><li>Due to the resettlement nature of the prison, it is proposed to deliver Focus on Resettlement (FOR) in the next financial year. This meets the need of our population and ensures targeted resources for those offenders who would receive maximum benefit.</li></ul> <p>Segmentation data suggest that the key segment in terms of risk at Drake Hall is the low risk group.</p> <table><tr><td>OGRS 0-24, Low</td><td>128</td><td>46%</td></tr><tr><td>OGRS 25-49, Medium</td><td>58</td><td>21%</td></tr><tr><td>OGRS 50-74, High</td><td>59</td><td>21%</td></tr><tr><td>OGRS 75-89, Very High</td><td>31</td><td>11%</td></tr><tr><td><b>Total</b></td><td><b>276</b></td><td><b>100%</b></td></tr></table> <p><b>The majority of the offenders are found within the ‘violence’ and drug’s offence categories.</b></p> <table><tr><td>Sexual</td><td>2</td><td>1%</td></tr><tr><td>Violent</td><td>101</td><td>37%</td></tr><tr><td>Robbery</td><td>35</td><td>13%</td></tr><tr><td>Acquisitive</td><td>59</td><td>21%</td></tr></table>	OGRS 0-24, Low	128	46%	OGRS 25-49, Medium	58	21%	OGRS 50-74, High	59	21%	OGRS 75-89, Very High	31	11%	<b>Total</b>	<b>276</b>	<b>100%</b>	Sexual	2	1%	Violent	101	37%	Robbery	35	13%	Acquisitive	59	21%
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OFFICIAL

Drugs	64	23%
Motoring	2	1%
Other	13	5%
<b>Total</b>	<b>276</b>	<b>100%</b>

**Women at Drake Hall are generally serving sentences of four years and over the majority of which have less than 1 year of their sentence left to complete.**

< 12 months	10	4%
1-4 years	85	31%
4 years+ Determinate	148	54%
Indeterminate	16	6%
Recall	17	6%
<b>Total</b>	<b>276</b>	<b>100%</b>

Time to Serve					Whole population Total	
< 6 Months	6 Months - 1 Year	1 Year - 2 Years	2 Years to 5 Years	> 5 Years		
<b>85</b> <b>35%</b>	<b>62</b> <b>26%</b>	<b>54</b> <b>22%</b>	<b>41</b> <b>17%</b>	<b>1</b> <b>0%</b>	<b>243</b>	<b>100%</b>

- **Low intensity** case management is the core level of service, to enable the following to take place:
  - Assessment
  - Sentence planning
  - Referral to rehabilitative services provided under the 'core offer'
  - Keeping in touch – this should be part of a whole prison approach (Our New Way) so that any contact, e.g. when supervising a wing, is used to check in with offenders and is fed back to the Offender Supervisor. Other approaches might include offering a 'surgery' or drop-in session whereby low risk offenders are offered brief appointments to check on progress.
- Low intensity case management will be aimed at those with low OGRS scores and is expected to be all a local prison can offer
- **Medium intensity** case management involves one to one supervision, based on a pro-social approach and focuses on:
  - recognising achievement
  - motivation to maintain or make progress
  - reflecting on setbacks and planning for positive change
  - consolidating learning from interventions
  - observing changes in behaviour or attitudes

	<ul style="list-style-type: none"> <li>- encouraging the offender to own their change</li> <li>• Medium intensity case management will be aimed at those with medium or high OGRS, OVP or RM2000 scores, and indeterminate sentence prisoners</li> <li>• <b>Highest intensity</b> case management is: <ul style="list-style-type: none"> <li>- As above, with more frequent/longer supervision sessions</li> <li>- Active advocating for offenders where they may need help in accessing services to reduce reoffending</li> </ul> </li> <li>• Highest intensity case management will be reserved for those with the highest OGRS scores (75+ where resources allow) and ISPs who are approaching a key stage such as tariff date, Parole review, or move to open conditions</li> <li>• <b>Risk management</b> activity will vary, informed by security considerations and offender's risk of serious harm rating</li> <li>• A <b>minimum risk management</b> approach will be based on partnership between the OMU, Security Department and others as required, so that all risk information is shared</li> <li>• <b>More intensive risk management</b> will be targeted according to OASys Risk of Serious Harm ratings, including observing and recording behaviour, and restricting/monitoring visits where necessary.</li> <li>• Highest levels of risk management, which includes monitoring of communications and discussion at inter-departmental risk management meetings in cases of greatest concern, will be prioritised from those with the highest OASys Risk of Serious Harm ratings.</li> </ul>
<p><b>5. Ensure that delivery of services is responsive to individual needs and Characteristics to maximise outcomes.</b></p>	<p><b>5A Relevant individual needs and characteristics are effectively identified, assessed, and monitored. This information is shared appropriately, proactively and sensitively across the organisation, and with delivery partners.</b></p> <ul style="list-style-type: none"> <li>• HMP YOI Drake Hall has systems in place to for the effective screening, identification and recording of all data relating to the protected characteristics of all prisoners and ensures that relevant individual needs are assessed effectively, and information shared appropriately, at the most helpful point in an offender's sentence. Offenders' needs may change over time and may be exacerbated by their particular circumstances, including length of imprisonment. Therefore monitoring and reassessment is particularly important and that this data is recorded on Prison- Nomis.</li> <li>• HMP YOI Drake Hall takes account of the specific needs and characteristics of individuals and ensures offenders are supported and encouraged to access appropriate services, with reference to: <ul style="list-style-type: none"> <li>• Learning Disability and Difficulty</li> <li>• Physical health and disability</li> <li>• Mental health</li> <li>• Maturity, including capacity for taking responsibility for and understanding consequences of one's actions, and attitudes to risk taking</li> <li>• Family circumstances (e.g. relationship breakdown, caring responsibilities, financial difficulties)</li> </ul> </li> </ul>

Protected characteristics including:

- Gender
  - Sexual orientation
  - Race
  - Age
  - Faith
  - Gender re-assignment
  - Pregnancy and maternity
- Every offender within Drake Hall is treated as an individual and their individual needs are assessed and catered for as required. This involves liaising with agencies that offer support for issues such as domestic abuse and childcare problems.
  - As Drake Hall is a women's establishment, it is widely recognised that the needs of the population differ from those of the wider male estate. There are two pathways specific for female offenders (domestic abuse and sex work) that are taken into account by both Drake Hall and its supporting partner agencies in order to address the criminogenic needs of the women to reduce reoffending. Further research into women's needs is expected in the coming months, and action plans will be formulated following the publication of such research in order to ensure that Drake Hall's provision is the most effective that it can be.
  - HMP YOI Drake Hall will support the regional forums to share best practice.
  - 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 population against the services and activities received in order to ensure that appropriate services and interventions are in place and adapted to meet the needs, and to ensure that groups with particular characteristics are not discriminated against.
  - Data on all protected characteristics is collected from all prisoners and recorded on Prison-Nomis.

**5B Information regarding individual needs and characteristics is used to adapt and sequence services to meet individual needs and maximise their benefit and offenders are supported and encouraged to access appropriate services.**

HMP YOI Drake Hall gathers Information which is then used to develop an individualised plan which adapts and sequences services to maximise the benefit to the offender, using OASys which is monitored annually or when a significant change occurs. Additional reviews will occur if necessary.

HMP YOI Drake Hall use's the data collected to assess the prisoner demographics. This will enable a prison-specific response to providing support and interventions as required.

	<p>Staff at HMP YOI Drake Hall receives information and training to support them in recognising barriers to engagement that may arise owing to factors such as age, sexuality, disability, intellectual function, nationality and language skills.</p> <ul style="list-style-type: none"> <li>• Risk assessments are regularly conducted to ensure that the Sequencing meetings allow for the provision of the most needed services to the women who require them at the right time.</li> <li>• Multi Agency Safeguarding meeting determine on a weekly basis those who require priority intervention provision and service access, to inform the sequencing meetings and provide effective provision for offender outcomes.</li> </ul>
<b>6. Deliver priority national or specialist services</b>	<p><b>6A Continue to identify, assess and manage extremist offenders by engaging with existing local structures and ensuring that training and awareness is embedded among key staff groups. Ensure referral, where appropriate, to interventions, structured assessment and structured interventions and faith-based programmes according to offender risk and need.</b></p> <ul style="list-style-type: none"> <li>• In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Drake Hall will ensure delivery in the key thematic areas of Intelligence Gathering &amp; Management; Offender Management and Public Protection; and Interventions &amp; Resettlement, as assessed by NOMS HQ.</li> <li>• HMP Drake Hall will also ensure that any recommendations related to the identification, assessment and management of extremist offenders which are identified in year through the NOMS assessment process are implemented within reasonable timescales.</li> </ul> <p><b>6B Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable delivery where it does not.</b></p> <p>HMP Drake Hall will work in conjunction with other West Midlands establishments to develop a supportive environment which will enable delivery of victim-offender conferencing RJ focussing on developing</p> <p>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;</p> <ul style="list-style-type: none"> <li>• a single point of contact for RJ</li> <li>• agreed referral processes with partners</li> <li>• processes which contribute to suitability and risk assessments</li> <li>• appropriate gate procedures for entry into the prison of victims and other participants</li> <li>• appropriate rooms are available for the conference to take place</li> <li>• integration of RJ into sentence planning</li> </ul>

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

- HMP Drake Hall will develop and continue an HDC strategy which ensures that all prisoners eligible for HDC who cannot provide an accommodation address are routinely offered accommodation through BASS. Quarterly Monitoring and local improvement will be monitored throughout the year.
- HMP Drake Hall are aware of the need to stress the importance of liaison with the licence supervisor (offender manager) and ensure that releases to BASS are credited as 'suitable and settled' for the purpose of delivery levels
- HMP Drake Hall ensures that BASS is considered as an option when non-BASS HDC placements fail

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

- In addition to paid outwork opportunities at Max Spielman, Timpsons, Greggs, Phonetic and Grazers café, there are a range of voluntary work experience placements available through the Outwork department.
- There is the opportunity for work within the Alumno call centre in Drake Hall. This can result in employment on release from custody. Numbers of prisoners working in this area will not increase numbers of prisoners employed however they now have an increased working day which will increase hours in industry.
- There is the opportunity for work within the DHL in Drake Hall. This can result in employment on release from custody. Numbers of prisoners working in this area will not increase numbers of prisoners employed however they now have an increased working day which will increase hours in industry.

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

- HMP YOI Drake Hall will continue a strategy for extending use of video conference facilities consistent with the NOMS Video Action Plan, ensuring that use is consistent and makes maximum usage of existing/planned facilities. Head of Operations will be the establishment lead for the NOMS video action plan and will establish and maintain relationships with the relevant stakeholders.
- The Security department will ensure that video links and video conferencing are utilised in order to ensure efficiency and best economic use of resources.

**Table 4a: Rehabilitation Services – Core Offer**

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

<b>Rehabilitation Services in Custody Core Offer Outputs</b>	<b>Name of Service Service Description</b>	<b>Commissioning Arrangements</b> (NOMS Locally, Regionally or Co-Commissioned)
Staff support and encourage prisoners to participate fully in rehabilitation services	<p>All prisoners receive a sentence plan which they are encouraged and supported by the OS and personal officer to fully engage with. All staff will make effective use of information sharing (such as the observation book, handover / daily briefing sheets and Every Contact Matters Strategy) and monitoring mechanisms as part of their core tasks that contribute to a safe and secure, decent rehabilitative environment. This will also include ensuring that all information on the range of available rehabilitative services is maintained and up to date</p> <p>At HMP/YOI Drake Hall we operate an integrated IEP system that ensures all staff and prisoners have the ability to influence attainment levels through engagement with rehabilitative activity.</p>	NOMS Locally
Prisoners are made aware of their responsibilities in engaging with and accessing services	<p>On induction all prisoners will receive a sentence plan and have access to a Personal Officer and O.S. The induction policy has been recently reviewed and this raises awareness of services. Outstanding rehabilitative need is identified and discussed with prisoners at induction. Information on this is shared with all who work with the prisoner so that they can be encouraged and supported to engage with appropriate services, this is continued throughout their sentence utilising Every Contact Matters, Personal Officer scheme and support from OS.</p> <p>All communication with prisoners is accessible and <b>responsive to their diverse needs</b>. All staff are supported to ensure their engagement with prisoners is effective through our mandatory equality and diversity awareness training delivered by our Safer Custody and Equalities manager.</p>	NOMS Locally
Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement	<p>HMP YOI Drake Hall operates the “Every Contact Matters “scheme that requires levels of interaction and engagement with all offenders. Staff are encouraged to listen, treat offenders fairly and with respect, address anti social behaviours and be consistent with offenders. The Safer Custody team monitor reports of inappropriate behaviour and any data that suggest behaviour is impaired and challenges any anti social patterns of behaviour. Training will be provided to all staff in the upcoming year.</p> <p>HMP YOI Drake Hall will take active measures to promote and improve understanding of the importance of demonstrating pro-social behaviours and attitudes at all levels, and use existing internal communication and line management arrangements to help embed effective practice and encourage a culture of continuous improvement</p> <p>We will measure the impact we are having through assessing trends in adjudications, violence management and MDT data. Planned focus groups and offender representation at core meetings interaction and engagement. Findings from external scrutiny such as MQPL and HMIP visits are monitored through action plan compliance and continuous improvement planning.</p>	NOMS Locally
Prisoners can access appropriate services that enable them to seek suitable employment	Prisoners working in DHL within the establishment are encouraged to liaise with their employer to establish if they are able to retain their employment upon release. This is called the ‘Prisoner Superstar Scheme’ and is available to those in the last six months of their sentence and is supported by the Education department, who help with the writing of CVs, and Offender supervisors.	NOMS Locally

and/or training for release.	<p>As part of Induction process all prisoners have an assessment of Basic skills (BKSB Tool) with the Education department. This assesses literacy and numeracy levels. This score is used to identify needs and is shared with National Career Service and Offender Management.</p> <p>National Career Service is provided by Coventry, Solihull and Warwickshire partnership. All offenders will have opportunity to access careers advice during induction. A career plan will be completed.</p> <p>Prisoners are offered National Careers Service support with possible training and skills needed for employment upon release. The Education department also deliver employability skills.</p> <p>Prisoners that have problems with employment can self refer at any time to see the Jobcentre Plus workers or National Careers Service advisors.</p> <p>Offender Supervisors will continue to work with those offenders who are in scope and advice, guidance and signposting to employment will be undertaken where appropriate.</p> <p>Education: MK College are the provider under OLASS4. The curriculum is designed on a needs analysis of offender population and provides a maximum of 100 activity spaces per session. Vocational training such as Beauty Therapy, Hairdressing, Nail Services, Mentoring Skills, Responsibilities of Parenting, Certificate in Contact Centre Operations, Customer Service and Hospitality plus courses in Art, Soft Furnishings, Business Enterprise, ICT, Employability Skills as well as Maths and English are available. The department is also working in conjunction with DHL to provide an NVQ in Warehousing and Storage Level 1 and 2. In addition, Counselling Skills Theory, Award in barista skills, Award in personal money management, NVQ's in Catering, Food Safety, Performance Manufacturing Operations, and Cleaning are available. ESOL is also delivered. The Pearl course offers employability skills; this covers CV writing, self assessment for work and interview skills and techniques.</p> <p>The establishment operates the DWP "Work Programme". This scheme enables prisoners to have a referral to the Work Programme immediately on release and to provide a true "through the gates" service. Part of this process involves undertaking the Job Seekers Allowance claim at the establishment prior to release thus ensuring the prisoner has access to benefits at the earliest opportunity upon release. The prison leaver will remain on the Work Programme for the standard period of two years unless they move into employment. This is facilitated by Job centre plus and potentially Pertemps.</p> <p>Staff have a positive relationship with prisoners and signpost to activities and services in custody and enable them to access services and interventions.</p>	<p>NOMS Co-commissioned</p> <p>NOMS Locally</p> <p>NOMS Co-commissioned</p> <p>NOMS Co-commissioned</p> <p>NOMS Co-commissioned</p>
Prisoners can access services that enable them to manage housing needs created as a result of their custody.	Housing needs are identified by offender supervisors. They source accommodation from local authority housing, private rental sector, and hostels. They, along with the Activities officer and Housing Assistant, arrange to support individuals on release to get to their accommodation in addition to arranging tenancy retentions and BASS referral for HDC. They also assist with rental arrears and re payment.	NOMS Locally
Prisoners can access services that enable them to seek settled and suitable housing for release.	The offender supervisors and Activities Officers work with all prisoners on reception to the prison and assist them to manage existing agreements or identifying and addressing the housing need prior to release.	NOMS Locally

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Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	Prisoners are identified on induction and referred to debt advice officers (facilitated by Education and OMU). Job Centre plus workers assist in stopping any benefits and then accessing them again once ready for release from custody. Prisoners have access to vocational qualifications that better prepare them to gain employment on release.	NOMS Locally  NOMS Co-commissioned
Prisoners can access available services which enable them to address their family welfare and family support needs.	Visits are provided in accordance with Visits SBC. Prisoners have access to offender supervisors who advises them on family matters and liaise with social services and local authorities as necessary. Offenders can access support from the Samaritans via telephone. Children and Family visits are accommodated. Childcare Resettlement and resettlement over night release is available to prisoners who are eligible. Prisoners who are cleared for ROTL can have community visits with family members. HMP YOI Drake Hall evidences its commitment to contributing to family ties for all offenders by actively accommodating offenders from the region.	NOMS Locally
Prisoners have equivalence of access to health services in custody as in the community.	Health provision is monitored through a number of Service Delivery Requirements that we report on to our own commissioners. Waiting lists are monitored and reported on at a number of meetings. There are regular contract meetings with the commissioners in relation to the main healthcare contract and we also monitor all of our sub-contracts including dentist and substance misuse clinical service. There is also a dentist waiting list. Prisoners can see a GP in three days unless urgent. A female GP is available upon request for the prisoners. Appointments with opticians, physios, chiropractors, pharmacists and pharmacy technicians, psychiatrists, in-reach and a counsellor will be available within a month. Prisoners who qualify for ROTL can attend on licence.	NOMS Co-commissioned
Prisoners can access treatment, services, advice and support around drug and alcohol needs.	Prisoners can access treatment, services, advice and support around drug and alcohol needs. All prisoners entering custody will be assessed for drug and alcohol misuse issues. Identified prisoners will be referred to the DARS Clinical Staff and supported through a recovery model substance misuse service provided by Lifeline. Prisoners can self refer at any time.	NOMS Co-commissioned
Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.	Appointments with ANAWIM are available through OMU, as these offer specific support to women with these issues.  A self-help course for survivors of domestic abuse, the Power to Change programme, will be delivered four times in the year by the Programmes department.	NOMS Co-commissioned
Prisoners who have been sex workers can access services that offer them advice and support.	Appointments with ANAWIM are available through OMU, as these offer specific support to women with these issues.	NOMS Co-commissioned

**Table 4b: Rehabilitation Services - Additional Services Offer**

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

<b>Segment</b>	<b>Total no. of Prisoners within Segment</b> <ul style="list-style-type: none"> <li>Use the segmentation data tool on the NOMS Performance HUB to get the numerical data you need to populate this column</li> </ul>	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"> <li>Give the title and a brief description of the case management activities offered to offenders in each segment</li> <li>Give a brief description of the range of rehabilitative services and interventions offered to offenders by segment. Include any accredited programmes on offer.</li> <li>Use the guidance on targeting in Commissioning Intention 4a</li> <li>If a service or intervention is available across more than one segment (for example – TSP may be available to both sex offenders and violent offenders) then state in each applicable box, making clear in the next column the number of completions relating to each segment.</li> </ul>	<b>Indicate whether the service or intervention is commissioned or co-commissioned and the number of offenders who will be able to access the intervention or service annually</b> <ul style="list-style-type: none"> <li>For accredited programmes give the number of completions</li> <li>It is not necessary to record volumes for case management activities</li> </ul>
All Offenders – where service targeted by need rather than risk	These interventions are available to all prisoners regardless of OGRS category	<ul style="list-style-type: none"> <li>Creative Writing and Drama. Delivered by Writers in Residence - Writing &amp; Literacy Creative skills development. This intervention underpins pathways 2 and 7 by developing literacy skills and helping to develop self esteem. There are no priority groups targeted, all prisoners have access to this activity although the intervention is delivered to groups of 10 at a time.</li> <li>Praxis - Foreign National support services. Providing support and advice to prisoners and their families in their home country. Underpins pathway 6. Links with UKBA to seek asylum or to be repatriated back to their country. Available to prisoners with OGRS3 0+ with priority given to those on IS91.</li> <li>Warehousing &amp; Storage NVQ offer a Warehousing and Storage L2 NVQ Award. This offers a useful qualification and improves employment prospects within the warehousing and storage job market. This is not provided through the OLASS contract and is not commissionable under the Prison Employment Training Skills specification. Available to 80 prisoners over the year.</li> <li>Catering NVQ – Offers a useful qualification and improves employment prospects within the catering industry. This is not provided through the OLASS contract and is not commissionable under the Prison Employment Training Skills specification. Available to 80 prisoners over the year.</li> <li>Cleaning NVQ - Offers a useful qualification and improves employment prospects within the cleaning industry. This is not provided through the OLASS contract and is not commissionable under the Prison Employment Training Skills specification.</li> </ul>	

		<ul style="list-style-type: none"><li>Available to 80 prisoners over the year.</li><li><b>Prisoners are given the opportunity to participate in the Creative Writing and Drama course which develops literacy skills and helps develop self esteem.</b></li><li><b>The Platform 51 Programme promotes wellbeing and coping strategies.</b></li><li><b>Brighter Futures provide structured mentoring to assists with emotional, social and skills for those returning to the community.</b></li><li><b>Storybook Mums is facilitated through the library which enables prisoners to record a story to send to their children.</b></li></ul> <p>All offenders will have access to the Core Offer as described in Table 4a.</p>													
Sexual Offenders	Number of sex offenders at HMP YOI Drake Hall: 2	<ul style="list-style-type: none"><li>There is no SOTP provision at HMP/YOI Drake Hall as there isn't a need for this programme. Sexual offenders would be identified upon arrival and the appropriate intervention services would be discussed during their sentence planning board, which may include Victim Awareness, Key Learning Skills, and/or TSP.</li><li>As discussed above, cognitive behavioural interventions such as TSP have been shown to be highly effective in reducing reoffending with sexual offenders.</li><li>Where <b>OASys</b> has not already been completed, we will prioritise sexual offenders for early OASys completion and subsequent reviews, (as well as violent offenders, and ensuring OASys is completed for those with no PSR first or shortest time left to serve).</li><li></li></ul>													
Violent offenders	Number of violent offenders at HMP YOI Drake Hall: 101  Of which 79 have an identified OVP score (Likelihood of Violent Reoffending). The majority of the violent offenders are within the low risk OVP range. <table><tr><td>Low, 0-29%</td><td>54</td><td>53%</td></tr><tr><td>Medium, 30-59%</td><td>13</td><td>13%</td></tr><tr><td>High, 60-79%</td><td>4</td><td>4%</td></tr><tr><td><b>Total</b></td><td><b>79</b></td><td><b>78%</b></td></tr></table>	Low, 0-29%	54	53%	Medium, 30-59%	13	13%	High, 60-79%	4	4%	<b>Total</b>	<b>79</b>	<b>78%</b>	<ul style="list-style-type: none"><li>DARS offer an Anger Management and Conflict Resolution programme to prisoners, no additional criteria is required.</li><li>In cell packs for Anger Management are available from OMU and may form part of sentence planning.</li><li>.Where <b>OASys</b> has not already been completed, we will prioritise violent offenders for early OASys completion and subsequent reviews (as well as sexual offenders, and ensuring OASys is completed for those with no PSR first or shortest time left to serve).</li><li>We will take <b>OVP</b> into consideration when targeting activities and services for violent offenders.</li><li>As discussed above, cognitive behavioural interventions such as TSP have been shown to be highly effective in reducing reoffending with violent offenders For TSP, we will also include <b>OGRS 25 – 49% violent offenders</b> as we have enough places on TSP to cover their need, though first priority will be given to the 50+ OGRS violent offenders</li><li></li></ul>	
Low, 0-29%	54	53%													
Medium, 30-59%	13	13%													
High, 60-79%	4	4%													
<b>Total</b>	<b>79</b>	<b>78%</b>													
Indeterminate Sentenced Prisoners (ISPs)	Number of ISP offenders at HMP YOI Drake Hall: 16 <table><tr><td rowspan="2">OGRS 0-24, Low</td><td>Violent</td><td>10</td><td>4%</td></tr><tr><td><b>Total</b></td><td><b>10</b></td><td><b>4%</b></td></tr><tr><td>OGRS 25-49</td><td>Violent</td><td>4</td><td>1%</td></tr></table>	OGRS 0-24, Low	Violent	10	4%	<b>Total</b>	<b>10</b>	<b>4%</b>	OGRS 25-49	Violent	4	1%	<ul style="list-style-type: none"><li>Psychological Services - The establishment will have access to Public Sector Prisons WM/SW Regional Forensic Psychological Services in accordance with the formal prioritisation protocol .This includes providing risk assessments, and individual interventions as directed by the Parole Board. Other risk assessments for MAPPA may be provided on the basis of risk in accordance with the prioritisation protocol. PSP-Forensic Psychological Services contribute to the delivery of high intensity programmes, mostly in the form of Treatment Management, some delivery and the</li></ul>		
OGRS 0-24, Low	Violent		10	4%											
	<b>Total</b>	<b>10</b>	<b>4%</b>												
OGRS 25-49	Violent	4	1%												

	<table><tr><td>25-49, Medium</td><td>Total</td><td>4</td><td>1%</td></tr><tr><td>OGRS 50-74, High</td><td>Violent</td><td>1</td><td>0%</td></tr><tr><td></td><td>Total</td><td>1</td><td>0%</td></tr><tr><td>OGRS 75-89, Very High</td><td>Violent</td><td>1</td><td>0%</td></tr><tr><td></td><td>Total</td><td>1</td><td>0%</td></tr></table>	25-49, Medium	Total	4	1%	OGRS 50-74, High	Violent	1	0%		Total	1	0%	OGRS 75-89, Very High	Violent	1	0%		Total	1	0%	<p>production of specialist treatment assessments such as SARNs, and HCR-20. Where resources allow they may also provide, training where psychological knowledge is of added value, and consultancy services to Governors in relation to the management of prisoners or the development of regimes. Further detail of individual prison commitments can be found in the annex of the SDA between PSP-FPS and the DDC.</p> <ul style="list-style-type: none"><li>• Accredited programmes will be prioritised for ISPs.</li><li>• Such individuals may have certain resettlement accommodation needs which would be addressed by the appointed Housing Officer within the establishment at the appropriate time, according to their individual circumstances.</li><li>• The intensity of case management for ISPs will range from medium to high and will vary over the course of their sentence, with highest levels of intensity around key events such as preparing for moves to open conditions. Intensity of case management for ISPs will also vary according to the level of risk the offender presents (including risk of reoffending, violence etc).</li><li>• Bi-annual one to one case management sessions will be staged around key events in their sentence will focus on preparing for/consolidating learning from a programme, reviewing progress, addressing any setbacks, and helping the offender plan next steps.</li></ul>					
25-49, Medium	Total	4	1%																								
OGRS 50-74, High	Violent	1	0%																								
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OGRS 75-89, Very High	Violent	1	0%																								
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Low likelihood of any reconviction OGRS 0-24%	<p>Number of offenders at HMP YOI Drake Hall with OGRS of 0-24%:</p> <table><tr><td>Sexual</td><td>2</td><td>1%</td></tr><tr><td>Violent</td><td>48</td><td>17%</td></tr><tr><td>Robbery</td><td>7</td><td>3%</td></tr><tr><td>Acquisitive</td><td>16</td><td>6%</td></tr><tr><td>Drugs</td><td>47</td><td>17%</td></tr><tr><td>Motoring</td><td>1</td><td>0%</td></tr><tr><td>Other</td><td>7</td><td>3%</td></tr><tr><td>Total</td><td>128</td><td>46%</td></tr></table>	Sexual	2	1%	Violent	48	17%	Robbery	7	3%	Acquisitive	16	6%	Drugs	47	17%	Motoring	1	0%	Other	7	3%	Total	128	46%	<p>The hub data extract shows that this group accounts for approximately 46% of the population.</p> <p>Due to the lower risk of re offending this group will not routinely be offered services above the core rehabilitation offer. Individual complex cases may be assessed to receive interventions outside of this offer but forecast numbers are very low.</p> <p>Evidence shows that across all offence types pro-social modelling and positive staff interactions can help with this target group.</p> <p>We will prepare offenders within this segment for the world of work through working the 35 hour week.</p> <p><b>Low intensity case management</b> for offenders in this OGRS band except for violent offenders with OVP of 30%+, sexual offenders assessed as medium risk or higher under RM2000, or indeterminate sentenced prisoners.</p> <p><b>Low intensity case management includes:</b> Offender Supervisor review of sentence plan, a drop-in surgery for offenders to attend brief appointments/check on progress in engaging with rehabilitation services. Offender Supervisors will make use of their time on wing supervision duty to "catch-up" with some of their caseload. We will put 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, and feed back on any relevant contact to the OMU and Offender Supervisors.</p> <p><b>Risk management</b> – security considerations inform decisions about the targeting of risk management activities as does the offender's risk of serious harm rating (regardless of their OGRS band).</p>	
Sexual	2	1%																									
Violent	48	17%																									
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Total	128	46%																									

		<ul style="list-style-type: none"><li>• <b>Our minimum risk management</b> approach for all offenders is based on partnership between the OMU, Security Department and others as required, so that all risk information is shared.</li><li>• <b>Medium ROSH ratings</b> prompt a pro-active approach to observing and recording behaviour, and sharing information across the prison and restricting/monitoring visits where necessary.</li><li>• <b>High/Very high ROSH ratings</b> 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.</li></ul>																						
Medium likelihood of any reconviction OGRS 25-49%	Number of offenders at HMP YOI Drake Hall with OGRS of 25-49%: <table><tr><td>Violent</td><td>26</td><td>9%</td></tr><tr><td>Robbery</td><td>11</td><td>4%</td></tr><tr><td>Acquisitive</td><td>6</td><td>2%</td></tr><tr><td>Drugs</td><td>10</td><td>4%</td></tr><tr><td>Motoring</td><td>1</td><td>0%</td></tr><tr><td>Other</td><td>4</td><td>1%</td></tr><tr><td><b>Total</b></td><td><b>58</b></td><td><b>21%</b></td></tr></table>	Violent	26	9%	Robbery	11	4%	Acquisitive	6	2%	Drugs	10	4%	Motoring	1	0%	Other	4	1%	<b>Total</b>	<b>58</b>	<b>21%</b>	<p>This group accounts for 21% of the sentenced population.</p> <p>Evidence shows that across all offence types pro-social modelling and positive staff interactions can help with this target group.</p> <p>We will prepare some offenders within this segment for the world of work through working the 35 hour week.</p> <p>Many women prior to custody have experienced difficult upbringings and lifestyles which have lead to low self efficacy. This impedes their readiness and ability to benefit fully from more intense interventions. Therefore, courses such as Platform 51 will be of benefit in addressing these issues either prior to accredited programmes or as supplementary standalone interventions.</p> <p>Offenders in this risk band will be considered for TSP but will not secure a place above someone with a higher OGRS score.</p> <p><b>Low Intensity case management will be provided (as described in 0-24% above)</b> for offenders in this OGRS band, except for violent offenders with OVP 30%+ or indeterminate sentenced prisoners.</p>	
Violent	26	9%																						
Robbery	11	4%																						
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Other	4	1%																						
<b>Total</b>	<b>58</b>	<b>21%</b>																						
High likelihood of any reconviction OGRS 50- 74%	Number of offenders at HMP YOI Drake Hall with OGRS of 50-74%: <table><tr><td>Violent</td><td>19</td><td>7%</td></tr><tr><td>Robbery</td><td>17</td><td>6%</td></tr><tr><td>Acquisitive</td><td>16</td><td>6%</td></tr><tr><td>Drugs</td><td>6</td><td>2%</td></tr><tr><td>Other</td><td>1</td><td>0%</td></tr><tr><td><b>Total</b></td><td><b>59</b></td><td><b>21%</b></td></tr></table>	Violent	19	7%	Robbery	17	6%	Acquisitive	16	6%	Drugs	6	2%	Other	1	0%	<b>Total</b>	<b>59</b>	<b>21%</b>	<p>TSP delivery will be shifted away from acquisitive and robbery offenders (who do not benefit as much from these programmes as other offence groups) and towards those who have index offences types of ‘violence’, ‘sex’, ‘drugs’ and ‘other’ offenders. Our establishment’s waiting list for TSP reflects that 30 women are currently suitable for this intervention. Based on this and the segmentation data, we are proposing to deliver three groups of TSP in 2014/2015.</p> <p>As per the needs and evidence tables for commissioning rounds 14/15- Although the majority of research into cognitive skills programmes aimed at tackling general offending has focused on men, the evidence suggest these programmes are also a promising way to address impulsivity and poor problem solving for higher risk violent women offenders</p>	30 prisoners			
Violent	19	7%																						
Robbery	17	6%																						
Acquisitive	16	6%																						
Drugs	6	2%																						
Other	1	0%																						
<b>Total</b>	<b>59</b>	<b>21%</b>																						

		<p>FOR is intended for prisoners on short sentences and delivered within 3 months of their release date. It is also intended to increase motivation to engage with resettlement services.</p> <p>This fits our specialist function as a resettlement prison holding offenders nearing the end of their sentence.</p> <p>FOR targets offenders with an OGRS3 50+ with any offence type. Our waiting list for FOR reflects 39 women who could currently engage with FOR. Based on this and the segmentation data, we are proposing to deliver three groups of FOR in 2014/2015.</p> <p>We will avoid giving individual offenders multiple accredited interventions which will target the same needs, instead focus on increasing the number of offenders who can access these interventions.</p> <p><b>Victim Awareness in-cell packs are available from OMU to increase prisoners' perspective taking, victim awareness and empathy towards others.</b></p> <p><b>Medium Intensity case management will be made available to as many offenders in this OGRS band as resources will allow.</b> We will begin by prioritising violent offenders with OVP 30%+, sex offenders with a RM2000 above 'low' and all indeterminate sentenced offenders for this level of service.</p> <p><b>Medium intensity case management includes:</b> one to one supervision, recognising achievements / reflecting on setbacks and planning for positive change, motivation to maintain or make progress, consolidate learning, observe changes in behaviour or attitudes etc. This is a large group so we will schedule one to one sessions in response to events in each case, with the frequency and length of appointments increasing for those closest to release date, where key work/activity is still required.</p> <p><b>Short sentence prisoners and those in the last 12 months of their sentence in this OGRS band who</b> 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><b>Acquisitive offenders:</b> We are working with co-commissioning partners to ensure that acquisitive offenders who need drug treatment are able to access it. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment.</p>	30 prisoners									
Very high likelihood of any reconviction OGRS 75-89%	<div>Number of offenders at HMP YOI Drake Hall with OGRS of 75-89%:</div> <table><tr><td>Violent</td><td>8</td><td>3%</td></tr><tr><td>Acquisitive</td><td>21</td><td>8%</td></tr><tr><td>Drugs</td><td>1</td><td>0%</td></tr></table>	Violent	8	3%	Acquisitive	21	8%	Drugs	1	0%	<p>Details of these services are as section OGRS 0-24%.</p> <p>Many women prior to custody have experienced difficult upbringings and lifestyles which have lead to low self efficacy. This impedes their readiness and ability to benefit fully from more intense interventions. Other interventions are therefore required to have the desired effect of reducing reoffending, including more intense supervision and additional</p>	
Violent	8	3%										
Acquisitive	21	8%										
Drugs	1	0%										

	<table><tr><td>Other</td><td>1</td><td>0%</td></tr><tr><td><b>Total</b></td><td><b>31</b></td><td><b>11%</b></td></tr></table>	Other	1	0%	<b>Total</b>	<b>31</b>	<b>11%</b>	<p>engagement with support services.</p> <p>TSP delivery will be shifted away from acquisitive and robbery offenders (who do not benefit as much from these programmes as other offence groups) and towards those who have index offences types of 'violence', 'sex', 'drugs' and 'other' offenders. Our establishment's waiting list for TSP reflects that 30 women are currently suitable for this intervention. Based on this and the segmentation data, we are proposing to deliver three groups of TSP in 2014/2015.</p> <p>FOR is intended for prisoners on short sentences and delivered within 3 months of their release date. It is also intended to increase motivation to engage with resettlement services.</p> <p>This fits our specialist function as a resettlement prison holding offenders nearing the end of their sentence.</p> <p>FOR targets offenders with an OGRS3 50+ with any offence type. Our waiting list for FOR reflects 39 women who could currently engage with FOR. Based on this and the segmentation data, we are proposing to deliver three groups of FOR in 2014/2015.</p> <p><b>Highest intensity case management</b> will be made available to as many offenders in this OGRS band as resources will allow. We will begin by prioritising violent offenders with OVP over 60%, sex offenders with a RM2000 above 'medium' and indeterminate sentenced offenders approaching tariff or a move to open conditions.</p> <p><b>Highest intensity case management is</b> as medium intensity but with more frequent / longer supervision sessions (with a clear purpose linked to the aims of the sentence plan), and active advocating for offenders where they may need help in accessing services to reduce re-offending..</p> <p><b>Acquisitive offenders:</b> The prison is engaged with Public Health England in order to ensure that prisoner needs around drug misuse are understood and the right services are available at HMP/YOI Drake Hall. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment.</p> <p><b>Short sentence prisoners:</b> those that are nearing the end of their sentence, will be prioritised to access rehabilitative services to support their resettlement needs.</p>	<p>30 prisoners</p> <p>30 prisoners</p>
Other	1	0%							
<b>Total</b>	<b>31</b>	<b>11%</b>							
Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	There are no offenders at HMP YOI Drake Hall with OGRS of 90-100%.	<p>For offenders in this segment the establishment will promote and develop access to the core rehabilitation offer as detailed in the Rehabilitation Services specification.</p> <p>Details of these services are as section OGRS 0-24%.</p> <p>Details of additional services are as section OGRS 50-74%.</p> <p>It is recognised that Cognitive Skills programmes alone may not be effective for this group of offenders. Multiple interventions are required and will be sequenced to maximise impact.</p>							

		<p>Many women prior to custody have experienced difficult upbringings and lifestyles which have lead to low self efficacy. This impedes their readiness and ability to benefit fully from more intense interventions. Other interventions are therefore required to have the desired effect of reducing reoffending, including more intense supervision and additional engagement with support services.</p> <p>TSP delivery will be shifted away from acquisitive and robbery offenders (who do not benefit from these programmes) and towards those who have index offences types of 'violence', 'sex', 'drugs' and 'other' offenders. Our segmentation data shows we currently don't hold any offenders with this OGRS3 scoring but provision would be available if needed.</p> <p>As per the needs and evidence tables for commissioning rounds 14/15 - Although the majority of research into cognitive skills programmes aimed at tackling general offending has focused on men, the evidence suggest these programmes are also a promising way to address impulsivity and poor problem solving for higher risk violent women offenders.</p> <p>FOR is intended for prisoners on short sentences and delivered within 3 months of their release date. It is also intended to increase motivation to engage with resettlement services.</p> <p>This fits our specialist function as a resettlement prison holding offenders nearing the end of their sentence.</p> <p>FOR targets offenders with an OGRS3 50+ with any offence type. Our segmentation data shows we currently don't hold any offenders with this OGRS3 scoring but provision would be available if needed. (The priority of FOR training for facilitators is necessary for this to be delivered.)</p> <p>We will avoid giving individual offenders multiple accredited interventions which will target the same needs, instead focus on increasing the number of offenders who can access these interventions</p> <p><b>Over 12m - Highest Intensity case</b> management – as medium intensity but with frequent / longer supervision sessions (but with a clear purpose linked to the aims of the sentence), including commissioning specialist one to one interventions as required, active advocating for offenders where they may need help in accessing services to reduce re-offending. Where resources allow, we will particularly prioritise the highest OGRS, OVP and RM2000 groups, and indeterminate sentenced offenders approaching a key stage in their sentence. As part of our case management approach for this risk group, offenders are referred to IOM services in the community for post release supervision and support.</p> <p><b>Short sentence prisoners:</b> 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>30 prisoners</p> <p>30 prisoners</p>
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Table 5: Accredited Programmes provided in the establishment		
Does this establishment deliver NOMs Commissioned accredited programmes?		Yes
Name of accredited programme	Number of agreed starts (expected for 2014-15)	Number of agreed completions (planned total for 2014-15)
<b>Living Skills Programmes</b>		
Thinking Skills Programme <b>(TSP)</b>	40	36
Focus on Resettlement <b>(FOR)</b>	20	18
<b>Grand Total</b>	<b>60</b>	<b>54</b>

**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)
1. Enhance public protection and ensure a safe, decent environment and rehabilitative culture	In line with the NOMS/NHS Personality Disorder strategy, we will pursue accreditation with the Royal College of Psychiatry to become a whole prison Enabling Environment	No
	<p>1(a) HMP YOI Drake Hall will evidence effective management strategies to promote the features of a rehabilitative prison to deliver rehabilitative outcomes in partnership with other agencies, as well as a range of opportunities for growth and positive change.</p> <ul style="list-style-type: none"> <li>• Governors will work collaboratively with other prisons/DDC to monitor and share best practice and learning and to evaluate progress.</li> <li>• DDC/SLA Assurance manager to monitor trends using indicators of change which may include</li> <li>• MQPL indicators</li> <li>• Reportable Incidents</li> <li>• Adjudications</li> <li>• Use of Force stats</li> <li>• SQPL indicators</li> <li>• IMB reports</li> <li>• HMCIP</li> <li>• MDT data</li> <li>• Impact of IEP changes</li> <li>• Violence management data</li> </ul> <p>Review Progress 30.3.2015.</p>	Yes
	<p>1(b) HMP YOI Drake Hall will promote positive staff interaction and will be monitored by all managers.</p> <p>Review Progress 30.3.2015.</p>	Yes

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	<p>1(c) HMP YOI Drake Hall will ensure efforts are made to ensure offenders experience the environment as safe.</p> <p>Review Progress 30.3.2015.</p>	Yes
<p>2. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners</p>	<p>2 (a) HMP YOI Drake Hall recognise that the range and volume of partners with which we work is expanding, Drake Hall will ensure that by 30th September 2014 reviews how they work 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 they will deliver:</p> <ul style="list-style-type: none"> <li>• 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)</li> <li>• A clear agreed plan of how services sequence and compliment each other, providing continuity of services to offenders both within and across prisons (facilitating the needs of all providers and contractual partners to allow them to effectively deliver)</li> <li>• Leadership which actively enables and integrates services, where partnership working arrangements improve performance and aid resolution of issues</li> <li>• An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others</li> <li>• An agreement on how to safely use and share data and information</li> </ul> <p>2(b) HMP YOI Drake Hall will 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> <ul style="list-style-type: none"> <li>• Continue regional/local forums to monitor progress/improve practice with regional work programme providers</li> <li>• Work locally/regionally /nationally with NOMS policy lead to increase the number of DWP staff in prisons, as roll out of both Transforming Rehabilitation and Universal Credit takes place, focussing increasingly on resettlement prisons.</li> </ul> <p>Review progress by 30.3.2015</p>	<p>Yes</p> <p>Yes</p>

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<p>2(c) HMP YOI Drake Hall will work together with NHS England and Public Health England in line with the National Partnership and Co-commissioning Agreement to ensure that the NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody support both health and justice outcomes.</p> <ul style="list-style-type: none"> <li>• Analysis of health needs analysis at regional level, identifying gaps/shortfall in provision, taking account of the reconfiguration of the custodial estate including the creation of Resettlement prisons, promoting continuity of care from community to custody, between establishments and through the prison gate in partnership with new providers of probation services</li> <li>• Regional Strategic Health Partnership Group to consider how resources can be used more effectively to deliver better health outcomes, for example, contributing to a review of health care inpatient facilities, and including support for sustainable recovery from addiction to drugs and alcohol and improved mental health including dual diagnosis</li> <li>• Review and improve management information systems.</li> </ul> <p>Review progress by 30.3.2015</p>	<p>Yes</p>
<p>2(d) HMP YOI Drake Hall will work with Local Authorities to ensure that 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 within year 1,2,3.</p> <ul style="list-style-type: none"> <li>• Governor to invite Local Authority leaders to regional discussions, to understand the provision that is currently in place, and how high need offenders can access that provision, engaging support from NOMS co-commissioners, to ensure integrated care and continuity of care between prisons and through the prison gate.</li> <li>• Evidence of how needs are met is captured</li> <li>• Implement mandatory service specification which is to be developed and issued in 2014/15</li> </ul> <p>Review progress by 30.3.2015</p>	<p>Yes</p>
<p>2(e) HMP YOI Drake Hall will work with Local Authorities to promote inclusion of, and maximise benefits to offender's families.</p> <ul style="list-style-type: none"> <li>• To establish contact with a LA Co-ordinator to share data / good practice and develop effective</li> </ul>	<p>Yes</p>

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	<p>interventions.</p> <p>Review progress by 30.3.2016</p> <p>2(f) To ensure improved access to services for offenders with personality disorders the West Midlands DDC support the continued development of an Enabling Environment at HMP Drake Hall, Drake Hall will work collaboratively with the NOMS/NHS Offender PD Strategy Team and NHS colleagues to develop the services for implementation by March, 2015.</p> <p>2(g) HMP YOI Drake Hall will align services with Offender Learning and Skills Service (OLASS 4) providers. Local partnership working arrangements will determine what learning opportunities will be offered in each prison, support initiatives to make prisons places of work, strengthen the focus on employability and enhance access to mainstream learning and employment services for offenders on return to the community. DDCs and Lead Governors manage their learning and skills within their prison clusters by reviewing the following evidence :</p> <ul style="list-style-type: none"> <li>• Evidence of flexibility of learning delivery and funding allocation</li> <li>• Evidence of effective employer engagement YR1,YR 2 ,YR3</li> <li>• Evidence of effective and diverse local partnership arrangements with agreed published governance established by Lead Governors and DDC</li> <li>• Evidence of labour market analysis in resettlement areas and learning needs analysis of the local population</li> <li>• Evidence of flexibility of learning delivery and funding allocations</li> <li>• Evidence of robust performance monitoring to ensure delivery meets need.</li> <li>• Evidence of effective employer engagement</li> <li>• Evidence of a focus on assessment on entry into custody and addressing functional skills needs, as a priority; a focus on developing skills for employment during the latter stages of a custodial sentence</li> </ul> <p>Review progress by 30.3.2015</p>	<p>Yes</p> <p>Yes</p>
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, for both accredited and non-accredited interventions. 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>Yes</p>

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	<ul style="list-style-type: none"> <li>• HMP YOI Drake Hall will work with our commissioners to explore ways of better meeting the needs of women offenders, young offenders, offenders who are perpetrators of domestic violence, and offenders in resettlement prisons.</li> <li>• The offender journey will sequence interventions appropriately, taking into account roles of all establishments, including specialist roles, within the region</li> <li>• There will be a workstream to review regional planning, maximise effective use of accredited programme resources, and collaboration between similar sites/external agencies, and individual prison reviews as follows:</li> <li>• By 30th November each prison will review <u>the type</u> of strategies it employs, and the services and interventions it offers to ensure that the approaches being used are ones which are effective with the type of offenders that receive them, and that <u>the factors</u> being targeted for change are related to desistance, reduced reoffending and public protection, or a reduction in harmful institutional behaviour. It will draw on local data and evidence, including that provided within the NOMS Evidence and Segmentation Companion Document (available at <a href="http://www.justice.gov.uk/about/noms/commissioning">www.justice.gov.uk/about/noms/commissioning</a>.) when completing these reviews and have in place a strategy for developing its use of evidence to inform practice to maximise outcomes.</li> </ul>	
4. Ensure delivery is matched to population, purpose and NOMS outcomes	<p>4(a) HMP YOI Drake Hall will use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they deliver the greatest outcomes for investment.</p> <ul style="list-style-type: none"> <li>• We will work from evidenced based practice, and target resources to maximise the outcomes from the investment, continuing to explore with our commissioners an innovative regional model for maximising delivery</li> <li>• case management activity will be provided at a level proportionate to the likelihood of reoffending posed by each offender</li> <li>• risk management activity will vary, informed by security considerations and offenders risk of serious harm rating</li> <li>• Take account of the indeterminate sentence population, as well as risk of reoffending and offence type</li> </ul> <p>Review progress by 30.3.2015</p>	Yes
5. Ensure that delivery of	<p>5(a) and 5(b) HMP YOI Drake Hall will have systems in place to ensure that relevant individual needs (see list in CI 5b) are assessed effectively, and information shared appropriately, at the most helpful point in an offender's</p>	Yes

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services is responsive to individual needs and characteristics to maximise outcomes	<p>sentence to sequence and adapt service to individual need</p> <p>HMP YOI Drake Hall will have protective characteristic leads,(both staff and prisoners as appropriate), and systems in place to ensure that relevant individual needs are assessed effectively, and information shared appropriately, at the most helpful point in an offender's sentence.</p> <ul style="list-style-type: none"> <li>• All prisons will ensure that staff receive information and training to support them in recognising barriers to engagement that may arise owing to factors such as age, sexuality, disability etc.</li> <li>• 3 meetings per year chaired by ERDG Lead for West Midlands region will take place to support prison equality work</li> </ul> <p>Review progress by 30.3.2015</p>	
5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes	<p><b><u>Female Estate Review Recommendation</u></b></p> <p><u>Year One</u></p> <p>Facilitate the preparation and planning of the adaptation of the JSAC building into the new external 25 bed unit.</p> <p>Review progress by 30.3.2015</p> <p><u>Year Two</u></p> <p>Ensure the unit is open for utilisation for its purpose, in line with the recommendations from the Female Estate review.</p> <p>Review progress by 30.3.2016</p> <p><u>Year Three</u></p> <p>Evaluate the operation of the unit to ensure that it is fit for purpose and in line with the Female Estate review recommendations.</p> <p>Review progress by 30.3.2017</p>	No
5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes	<p><b><u>Female Estate Review Recommendation</u></b></p> <p>Work towards the development of a strategic hub between HMP YOI Drake Hall, HMP Foston Hall and HMP Styal.</p> <p>Review progress by 30.3.2015</p>	No

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5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes	<p><b><u>Female Estate Review Recommendation</u></b></p> <p>We will continue work to establish the accreditation pathway for the Power to Change programme (a course for survivors of domestic abuse) and pursuing further opportunities for support for sex workers.</p> <p>Review progress by 30.3.2015</p>	No
5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes	<p>In conjunction with PACT, we will continue to facilitate the Building Stronger Families course, closely linked with the Government's Troubled Families Agenda.</p> <p>Review progress by 30.3.2015</p>	No
6.Deliver priority national or specialist services	<p>6(b) HMP &amp; YOI Drake Hall will develop partnerships and a supportive environment ,with focus on developing:</p> <ul style="list-style-type: none"> <li>• Awareness of RJ amongst relevant staff groups</li> <li>• Partnerships with organisations and local commissioners to support delivery of RJ</li> </ul> <p>Infrastructure to support delivery, including development of:</p> <ul style="list-style-type: none"> <li>• a single point of contact for RJ</li> <li>• agreed referral processes with partners</li> <li>• processes which contribute to suitability and risk assessments</li> <li>• appropriate gate procedures for entry into the prison of victims and other participants</li> <li>• appropriate rooms are available for the conference to take place</li> </ul> <p>Review progress by 30.3.2015</p> <p>6(d) Increase the amount of commercial and economically beneficial work in HMP YOI Drake Hall undertaken by prisoners, as part of individual SLA development objectives for each prison for 14/15.Monitoring to include:</p> <ul style="list-style-type: none"> <li>• ONE3ONE delivery of their growth strategy, in partnership with prisons</li> <li>• Local work secured by individual prisons</li> <li>• Evidenced by CU095(a), hours recorded for work in prisons metric/ table 8a-agreed activity allocation places for 14/15-review quarterly in SLA prison performance report.</li> </ul> <p>Review progress by 30.3.2015</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>

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

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

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

**Table 7b: Service specifications applicable under this Local Annex**

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

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

Table 7d: Agreed delivery hours for specified services			
Service Specification	Output	Agreed hours	Rationale (where hours are agreed above the minimum set within specifications)
Residential Services	Daily time in open air [minimum 30 minutes] (row 21 of the specification )	1 hour daily	Open prison regime means there is access to open air which exceeds the minimum requirement.
Physical Education	Minimum number of PE Hours [per week] (row 1 of the specification) (as calculated using the SBC published spreadsheet product)	2.5 hours weekly	

## 8. Activity Places (Work and Prison Services)

Table 8a: Agreed Activity Allocation places

INDUSTRIES (ONE3ONE)	DRAKE HALL									
		Maximum number of prisoner places per activity (planned per week total for 2014-15)	TOTAL STAFF NUMBERS	CORE HOURS PER WEEK	Annual Internal <b>Soft</b> Charged Sales Predictions	Annual Internal <b>Hard</b> Charged Sales Predictions	Annual <b>External</b> Sales Predictions	Annual Internal <b>Soft</b> Charged Materials Predictions	Annual Internal <b>Hard</b> Charged Materials Predictions	Annual <b>External</b> Materials Predictions
INDUSTRY SERVICE CODE	WORKSHOP NAME									
Industries - Enterprise/Contracts Services	Contract Services CFM	33	1	29.50	£0	£0	£48,675	£0	£0	£0
Industries - Laundry	Laundry	20	1	29.50	£190,000	£0	£0	£8,000	£0	£0
Industries - Land Based Activities	Gardens	15	2	29.50	£0	£0	£0	£0	£0	£0
Industries - Other Workshop	Alumno	18	1	37.50	£0	£0	£0	£0	£0	£0
Industries - Retail	DHL Workshop	45	8	33.75	£0	£0	£0	£0	£0	£0
		<b>131</b>	<b>13</b>	<b>159.75</b>	<b>£190,000</b>	<b>£0</b>	<b>£48,675</b>	<b>£8,000</b>	<b>£0</b>	<b>£0</b>

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

<b>Table 8b CU095b (Hours Worked in Services) – this should contain services that are measured under this specific metric</b>			
<b>Activity Service Code</b>	<b>Service Description</b>	<b>Maximum number of prisoner places per activity (planned per week total for 2014-15)</b>	<b>CORE HOURS PER WEEK</b>
Kitchen		42	29.5
Orderly Cleaners		37	29.5
Recycling Activity (Waste Management Unit)		23	29.5
CES		4	29.5
Assistants (Library, Gym, Classroom and Housing)		21	29.5
Induction		10	29.5
Outwork		23	29.5
Peer Support		4	29.5
Hairdressing		10	29.5
Beauty		10	29.5
<b>Sub total</b>		184	<b>295</b>

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

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

<b>Table 8c: Other Activities</b>			
<b>This should contain activities that are not in scope of either CU095a (Hours Worked in Industry) or CU095b (Hours Worked in Services) metrics.</b>			
<b>Activity Service Code</b>	<b>Activity Description</b>	<b>Maximum number of FTE prisoner places per activity (planned per week total for 2014-15)</b>	<b>CORE HOURS PER WEEK</b>
Basic Key Skills up to level 2	14 per day	63 – (This includes Mathematics, English and ICT) (planned per week total for 2014-15)	52
Core Education Classes	24 per day	108 (planned per week total for 2014-15)	182.5
Education Induction Assessment	10 per day	45 (planned per week total for 2014-15)	17.5
Education leading to accreditation			
PE Leading to QCA Qualifications			
Skills training leading to Accreditation			
ROTL			
Prison Induction Courses/Interviews			
Other			
<b>Sub total</b>		216	252
<b>Table 8 Total</b>		531	

### 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	Total Time Out of Cell
Mon	3h 09m	14h 46m	1h 58m	2h 22m	22h 16m
Tue	3h 09m	14h 46m	1h 58m	2h 22m	22h 16m
Wed	3h 09m	14h 46m	1h 58m	2h 22m	22h 16m
Thu	3h 09m	14h 46m	1h 58m	2h 22m	22h 16m
Fri	3h 09m	9h 39m	1h 58m	2h 15m	17h 02m
Sat	0h 00m	11h 54m	2h 00m	3h 30m	17h 24m
Sun	0h 00m	11h 54m	2h 00m	3h 30m	17h 24m

#### 5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Total Time Out of Cell
5-day	3h 09m	13h 45m	1h 58m	2h 21m	21h 14m

#### 7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Total Time Out of Cell
7-day	2h 15m	13h 13m	1h 58m	2h 40m	20h 08m

## 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.

### 1.1 Secure and Decent Custody

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU001	Discharge to Court	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	100.00 %
CU003	Absconds	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CU006	CAT A Escapes													0	0	0	0	0	0
CU007	Escapes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CU016	Mandatory Drug Testing (MDT)	4.10 %	4.10 %	4.10 %	4.10 %	4.10 %	4.10 %	4.10 %	4.10 %	4.10 %	4.10 %	4.10 %	4.10 %	4.10 %	4.10 %	4.10 %	4.10 %	4.10 %	
CU031	Control & Restraint (C&R) Training	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	
CU060	Tornado Commitment																		17.00
CU074	MQPL BME Score	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50
CU056a	Security Audit - Audit & Corporate Assurance (A&CA)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU057a	Self Harm Audit (A&CA)	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.40
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00

# OFFICIAL

CU067	HMIP Resettlement	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.95
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU075	HMIP Respect	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.79
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU077	HMIP Safety	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.92
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU078	HMIP Purposeful Activity	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.58
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU076	MQPL Safety	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.84
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU079	MQPL Decency	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.81
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU088	Violence Management																		

## Offender Management

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU002	Release on Temporary Licence (ROTL)	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	100.00 %
CU043	Generic Parole Process (GPP)	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU083	OASys Quality	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU086A	Return of MAPPA Forms	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU089	ViSOR Effectiveness (Prison)	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %

## Interventions

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

## OFFICIAL

(SOTP)  
Completions

CU021	Offending Behaviour Programme (OBP) Completions	54.00	54.00	6,456.00
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## Regimes

[illegible]

## General

[illegible]