



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 Featherstone**

**Local Establishment Annex 2014-15**

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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 Featherstone</b>
Establishment type	<b>Trainer resettlement</b>
Specialist function	
Security Category / Categories:	<b>Category C or lower</b>
Annual Operating Price	<b>11,404,488</b>

### 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	671
Operational Capacity	687

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

Table 2b: Population Allocation Specification	
Gender:	Male prisoners only
Age:	Adults (21 and over) and starred up Young Adults (18-21) (subject to agreement with DDC)
Security Category:	Category C or lower
Sentence Status:	Sentenced prisoners
Sentence Length / Type:	12 months or over, will take shorter sentences on agreement 35% resettlement, 30% 12mths-4yrs, 25% 4 yrs +
Offence Type:	Sex offences by agreement only
Nationality:	No restrictions

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

Table 2c: Population Assumptions – Origin of the Population
<i>HMP Featherstone is a Category C training prison holding male prisoners aged 21 and over. The population is mainly comprised of longer sentenced determinate prisoners. This establishment mostly holds prisoners sentenced at courts in the West Midlands regions and receives most of its prisoners from local prisons, particularly Birmingham and Hewell. This establishment is a Home Office Immigration Spoke prison and will hold FNOs that have identified by the HO as meeting deportation criteria</i>

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

**OCTOBER 2014**

	Cat A	Cat B	Cat C	Cat D	Male YO	Other	Total
Prisoners on remand, convicted unsentenced, or sentenced uncategorised	0	0	0	0	0	0	0
Prisoners sentenced to less than 12 months	0	0	0	N/A	0	0	0
Determinate prisoners serving 12 months or more but less than 4 years	0	0	338	41	N/A	0	379
Determinate prisoners serving more than 4 years	0	0	N/A	N/A	N/A	0	0
Indeterminate prisoners	N/A	N/A	N/A	N/A	N/A	N/A	0
Determinate and indeterminate Recallees	0	0	0	N/A	0	0	0
Non-criminals	0	0	0	0	0	0	0
Resettlement	N/A	N/A	200	40	N/A	N/A	240
Discretionary	N/A	N/A	50	18	N/A	N/A	68
Total	0	0	588	99	0	0	687
Resettlement	Yes	Reset %		35	Reset No.		240
Specialist Function							

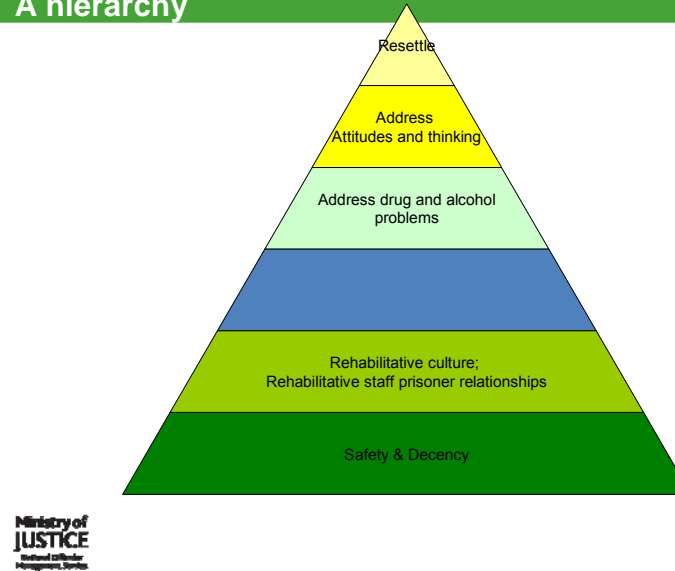
## SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions

CI Title & No.	Response to Commissioning Intention
<p>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</p>	<p>1(a) HMP Featherstone is committed to providing an environment within which positive change and progression is both supported and encouraged at every level. We understand that the foundation of a rehabilitative culture is a safe, decent and secure environment for all staff and prisoners. The prison was one of the first prisons to go through the public sector benchmarking process; this focussed our efforts to ensure we continue to provide an environment that does not falter under the pressure to deliver financial savings with a much changed workforce and regime. We understand that successful custodial services able to deliver tangible outcomes are delivered in partnership with a range of stakeholders and agencies. As an establishment we are committed to ensuring that our priorities are aligned with those of our partners and that our relationships with those delivering services within the establishment, in particular our successful industrial provision which delivers both internal and external commercial successful enterprise, are both mutually supportive and sufficiently robust to withstand challenge and negotiate obstacles in delivery.</p> <p>Service providers are engaged at all levels of delivery from prisoner facing to senior management and structured contract management and monitoring processes are in place both internally and externally with relevant commissioning bodies. Featherstone is mindful of the impact change can have on the stability of both staff and prisoners and the subsequent risk this poses in terms of maintaining safety and security and in turn sustaining an environment within which relationships are consistently positive. In an effort to mitigate these risks we have:</p> <ul style="list-style-type: none"> <li>✓ Increased management visibility and support including Senior Manager Question times for both staff and prisoners.</li> <li>✓ Held Staff and Prisoner Forums to ensure understanding surrounding New Ways of working including regular full staff briefings.</li> <li>✓ Communicated through a number of mediums to ensure understanding at all levels</li> <li>✓ Developed our successful prisoner peer supporters across the prison</li> <li>✓ Held staff and Prisoner Consultation Events</li> <li>✓ Project managed the delivery and preparation for HMIP/MQPL/SQL Planning through senior management control and an all prison wide support.</li> <li>✓ Set up a senior manager project to deliver the through the gate contract and communicated the change through all staff and towards prisoners in forums and question time style awareness sessions.</li> </ul> <p>At Featherstone we expect our managers to act as role models to staff and prisoners and require them to commit to ensuring that contact, no matter how small, is positive, meaningful and worthwhile. We understand, especially in anticipation of our future role as a resettlement prison where we will be preparing prisoners for imminent release, that every contact matters. Across the next business year we will build on our current solid foundation to</p>

ensure services are appropriately configured, accurately targeted and that opportunities for prisoners to make positive change are maximised

### The features of a rehabilitative prison – A hierarchy



1(b)  
All who work with  
offenders consistently  
demonstrate  
behaviours and  
attitudes that support  
rehabilitation and  
desistance.

1(b) HMP Featherstone will work to continuously improve multi-disciplinary staff and offender engagement, as evidenced by MQPL, SQL, staff engagement surveys/briefings and prisoner forums.

- Monitor trends locally and regionally
- Every contact matters

To work collaboratively to support training for frontline staff and SMT which is evidenced as providing a particular set of skills to use with offenders that impacts on reoffending, and collect evidence to show that staff interactions with offenders are meaningful, consistent and constructive: tackling attitudes; teaching problem solving and perspective taking; leading by example, rewarding progress; giving hope; getting things done; and making every conversation count. SMT/managers to act as role models to staff, set standards for staff interactions through their own behaviour, and agree with managers how these standards can be monitored.

At HMP Featherstone we understand the importance of positive engagement at every level from routine to work place to formal interventions. In order to ensure that our staff are able to demonstrate the skills and attributes required of those working with prisoners we operate an environment that is lead by example and committed to continuous professional development. All staff are supported, coached and, where necessary, challenged by managers in

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	<p>an effort to sustain a consistently positive environment. We continue to run staff training sessions and encourage the use of e-learning and external training whenever and wherever appropriate. We recruit in collaboration with our partners in order to have some influence on the choice of successful candidate.</p> <p>We will look to introduce and run joint training and awareness events in order to ensure a broader understanding of the roles and responsibilities of all those involved in the management and rehabilitation of prisoners.</p> <p>As we prepare for the latest MQPL/SQL Survey we hold joint events with prisoners and staff including Senior Management Team Question Time sessions, this will support how we manage our local Every Contact Matters approach and lead to successful partnerships across the prison.</p> <p>We have already completed a full staff rotation in December 2013 for unified staff and administration department in September 2013, here staff could request and/or be placed in certain areas based on assessment of their personal aptitudes and preference.</p> <p>More recently we have now directed a senior manager to project lead the prison to look at MQPL/SQL preparations and the resulting outcomes in order to assess any impact that public sector benchmarking may have had on our success against each of the measures and revise our proposed actions accordingly.</p> <p>We hold regular prisoner consultation groups and have a very established prisoner representative group. This said, we, alongside our partners, are committed to making further improvements to patient and client consultation and feedback and we are working on ways in which to ensure that employee/prisoner engagement and interaction remains productive and worthwhile irrespective of future pressure and challenge.</p>
1(c) Efforts are made to ensure offenders experience the environment as safe.	<p>1(c) HMP Featherstone has the maintenance of a safe and secure environment as a key strategic priority. We believe that poor behaviour should be challenged robustly, consistently and in a manner that ensures that the perpetrator understands their misdemeanour, its impact and the fact that it will not be tolerated. We have recently overhauled the IEP policy to bring it into context with the way the prison is run and to ensure prisoners are fairly treated both to support improvement as well as challenge bad behaviour. This is across the prison and all staff specialisms.</p> <p>We understand that a prisoners feeling of safety is a complex and multi faceted concept requiring a whole prison approach. In our most recent HMIP Inspection (November 2013) the establishment was adjudged to be 'safe'. There was a good response to the use of violence reduction peer prisoners and how they help deal with safer custody issues with the staff and in partnership.</p> <p>The prison is addressing its violence reduction policy through</p> <ul style="list-style-type: none"> <li>✓ Revised our Safer Prisons Strategy to ensure that it is fit for purpose.</li> <li>✓ Collaborated with our key stakeholders to ensure that our approach to safety is multidisciplinary</li> <li>✓ Implemented regular Prisoner Consultation through which perceptions surrounding safety are regularly sought</li> <li>✓ Review our Multi Agency Safer Health Meeting (MASH) to provide a forum through which individuals can be more effectively managed at an operational level.</li> </ul>
1(d) Good quality risk assessments, risk management systems and information-sharing	<p>HMP Featherstone will 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 are kept up to date in line with current policy.</p>

between partner agencies (where relevant) result in the application of appropriate public protection and security measures, and these ensure the needs of victims are appropriately addressed.	
1(e) Intelligence is gathered, developed and shared in a safe and timely manner.	HMP Featherstone will 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 are kept up to date in line with current policy
1(f) The availability of drugs and mobile phones in prisons is tackled.	HMP Featherstone will 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 are kept up to date in line with current policy.  HMP Featherstone will 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 are kept up to date in line with current policy.
1(g) Prisoners are prevented from continuing criminality from within prisons.	HMP Featherstone will 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 are kept up to date in line with current policy.
<b>2. Strengthen integration of service delivery between directly funded, co commissioned providers and wider partners.</b>  2(a) There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise	2(a) HMP Featherstone is fully conversant in the New Ways of Working and understands the need to collaborate with external stakeholders and commissioned providers in order to deliver optimum services for prisoners. We have a long and positive history of working productively with our partners and feel this has prepared us well for the increase in requirement for this model of delivery going forward. We actively involve our partners in strategic planning and have existing structures through which contractual services are configured, monitored and managed. We believe that a shared vision surrounding facilitating positive change through the creation of a rehabilitative environment is the foundation of securing positive outcomes for prisoners. It is the combination of this shared vision and our commitment to integration that enables us to work in partnership to ensure that custodial services operate effectively, even in times of considerable change.  At the outset of the Benchmarking Project we were mindful of the fact that the required changes would have a considerable impact on the work of our partners. In an effort to try and minimise this impact and prevent disruption to services provided for prisoners we consulted broadly with all concerned to identify solutions to any arising problems and to ensure that we did not lose sight of our joint priorities. In addition to our internal operation alongside our partners we understand the importance of engaging at a regional and national level and are working alongside region on a model for Stakeholder Engagement.  Our approach to partnership working will be further developed and underpinned by the following: <ul style="list-style-type: none"> <li>✓ Integrated Management and Senior Leadership</li> </ul>

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<p>outcomes for offenders</p>	<ul style="list-style-type: none"> <li>✓ Operational Meetings and Consultation Structure</li> <li>✓ Appointed Establishment Liaison Points</li> <li>✓ Integrated Risk Management</li> <li>✓ Contract Management Structure (including conflict resolution measures)</li> <li>✓ Tri-partite arrangements for Co-Commissioned Services</li> <li>✓ Business and Community Engagement Strategy</li> </ul>
<p>2(b) Facilitate the ongoing operation of mandating day one entry of prison leavers onto the DWP Work Programme and any future changes through the introduction of Universal Credit.</p>	<p>2(b) HMP Featherstone is fully supportive of the DWP Programme and provision has been made for our Employment Benefit Advisor to have access to the equipment and accommodation required to enable full delivery in line with the Service Level Agreement. Any issues, challenges or concerns are resolved through Head of Reducing Re-Offending with the appropriate Senior Representative from DWP. In the event that additional resources are provided to Featherstone as part of Transforming Rehabilitation we will ensure that facilities are provided to enable this vital work to take place, we will facilitate the ongoing operation of mandating day one entry of prison leavers onto the DWP Work Programme</p> <p>We will also:</p> <ul style="list-style-type: none"> <li>• Continue regional/local forums to monitor progress/improve practice with key 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.</li> </ul>
<p>2(c) In England - work together with NHS England and Public Health England in line with the National Partnership and Co-commissioning Agreement to ensure that NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody support both health and justice outcomes and: <input type="checkbox"/> Are informed by an up to date Health Needs Assessment <input type="checkbox"/> taking account of the reconfiguration of the custodial estate including the creation of Resettlement</p>	<p>2(c) We are working together with our NHS England and Public Health England partners 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. We continue to deliver</p> <ul style="list-style-type: none"> <li>• Analysis of health needs at regional level, identifying gaps/shortfall in provision</li> <li>• Strategic Partnership Group to consider how resources can be used more effectively to deliver better health outcomes</li> <li>• Review and improve management information systems</li> </ul> <p>At HMP Featherstone we are committed to ensuring that prisoners have access to health and substance misuse services that are commensurate with their level of presenting need. We understand that these services need to be provided to a standard at least comparable to those available to the community at large and in a manner that is accessible to all. We have productive working relations with both commissioning bodies (NHS England – Offender Health and the Local Authority) and the commissioned providers and have in place structures through which service delivery is planned, managed and, where necessary, challenged.</p> <p>A partnership arrangement exists in respect of the Healthcare provider and a partnership board and contract management structure is fully operational. A considerable amount of work has taken place recently to ensure that the transition into Benchmarking does not negatively affect the delivery of services to prisoners. This has been particularly challenging at times in respect of Healthcare Services as the implementation of the new Core Day has required significant re-configuration surrounding ways of working to ensure continuity of access. We have managed this process through consultation and compromise and will, with all change process, keep it under continual review and revise practices wherever necessary.</p> <p>Although local reviews of need and service pressure take place we are mindful that a current Health Needs Assessment is something that is being</p>

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<p>Prisons</p> <ul style="list-style-type: none"> <li>□ Support sustainable recovery from addiction to drugs and alcohol and improved mental health including dual diagnosis;</li> <li>□ Promote continuity of care from community to custody, between establishments and through the prison gate in partnership with new providers of probation services;</li> <li>□ Are implemented alongside efforts to reduce the supply of drugs and alcohol in to prisons and the diversion of prescribed medication.</li> </ul>	<p>considered regionally by the Offender Health Commissioning Function.</p> <p>On an operational level services are fully integrated and operate, in the main, seamlessly alongside core delivery staff. In circumstances where priorities clash or appear to compete there exists a very collaborative relationship at management level that ensures that a positive solution is negotiated. Information sharing between Healthcare/Substance Misuse Services is strong and there is a mutual respect that enables some significant challenges to be successfully overcome.</p> <p>Our strategic approach to Healthcare and Substance Misuse Service delivery is consistent with our approach to partnership working as a whole therefore we understand the importance of shared priorities, shared vision and effective risk management (see also CI 2 (a))</p>
<p>2(d) In England - Work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves.</p>	<p>2(d) Social care describes a range of support, help and personal care to help people cope with impairments such as physical disability, learning difficulties and disabilities, and the impact of long-term conditions. It also contributes to palliative care and end of life care. Care needs can arise at any point in life and are not purely associated with ageing.</p> <p>HMP Featherstone will follow the passage through Parliament of the Care Bill and review how it will reform the social care system in England from April 2015. The Bill, introduced to Parliament in May 2013, is expected to impose a duty on Local Authorities to assess the eligible social care needs (above a National threshold) of people detained in prison and resident in Approved Premises, and provide social care services to meet some of their needs.</p> <p>The main groups of prisoners with care needs are likely to be those with learning disabilities, older offenders, offenders with physical disabilities. Needs may pre-date sentencing, arise during a sentence or emerge at the end of a sentence or in preparation for release from custody.</p> <p>The assumption is that local authorities will support prisons to deliver personal care needs, including such things as help with washing, dressing, toileting, feeding, massages, use of hoists, and turning at night. It is expected that prisons themselves will be required to assist prisoners with care needs relating to daily living activities, such as mobility, obtaining food, communication and religious practice. Other prisoners may have some role in meeting these non-contact needs.</p> <p>By the end of March 2015 there is evidence of joint work between the prison regime, healthcare and social care services so that:</p> <ul style="list-style-type: none"> <li>• The level of social care services provided in each prison reflects the evidenced needs of the prison population; evidence of how needs are met</li> </ul>

	<p>is identified by the Governor, HMIP/IMB, commissioners or other stakeholders.</p> <ul style="list-style-type: none"> <li>• As a minimum, every prison has arrangements for suitably qualified staff to assess prisoners social care needs.</li> <li>• As a minimum, arrangements are in place to ensure the provision of urgent personal care services to individuals with a high level of need, such as the need for assistance with feeding or toileting.</li> <li>• Prisons whose population has been identified as having a high level of social care need have regular arrangements for social care services in place.</li> </ul> <p>HMP Featherstone has contingency plans in place to ensure that provision can be made for individuals who require enhanced levels of personal care and support. We have links into the Local Authority Adult Social Care Services who have, to date, worked collaboratively with the Community Trust to meet the needs of any individual presenting with complex needs. The need for Local Authority funded Social Care and Support at Featherstone is generally low however we do acknowledge that such needs could present at any time thus requiring us to be able to secure services swiftly should the need arise. In the event that services are being provided at the point of release then seamless transition between authorities (should the individual not be from the host area) will be a priority element in the pre release planning for the individual concerned.</p> <p><b>Key Delivery Milestones 2014/15</b></p> <ul style="list-style-type: none"> <li>▪ <b>Quarter 1: The prison will approach the LA with a view to developing a joint prison/LA action plan to prepare for April 2015.</b> The LA sits on/has been invited to sit on the Prison Health Partnership Board/Local Delivery Board to ensure an integrated approach to health and social care.</li> <li>▪ <b>Quarter 2: A prison/LA action plan will be in place to prepare for April 2015 and implementation has commenced.</b> The action plan considers the requirement for: needs assessment; information sharing agreements and local referral protocols for individuals with a high level of need; the physical environment for service delivery; the role of the prison in informing the design of any local authority service specifications.</li> <li>▪ <b>Quarter 3/4: The Prison/LA action plan will be implemented to prepare for April 2015.</b> Each prison has suitably robust arrangements in place with the LA to ensure that social care needs assessment can be routinely undertaken and that social care services, equivalent to those in the community, can be accessed by prisoners who are eligible for such services.</li> </ul>
<p>2(e) In England - Work with local authorities to promote inclusion of, and maximise benefits to, offenders' families.</p>	<p>2(e) HMP Featherstone will work with Local Authorities to promote inclusion of ,and maximise benefits to offenders families</p> <p>We recognise that supportive and pro-social family / marital relationships is one of the key factors linked to desistance</p> <p>Work in this area has been led by Stafford prison , and they will share learning to assist other prisons, who will all have a named individual, with responsibility for promoting this work</p> <p>HMP Featherstone as a resettlement prison will establish relationships with our Local Authorities (with named contacts) and a shared delivery plan (which includes sharing aggregate and individual data to identify families meeting the Troubled Families programme criteria).</p> <p>HMP Featherstone will offer the LA an enabling environment to 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, subject to partner funding</p> <p>HMP Featherstone has a number initiatives for offenders to reduce conflict in close relationships, develop positive relationships, enhance warmth and caring for others including: family days, parent craft, ROTL; HDC and Chaplaincy visits.</p>

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	<p>All Offenders Supervisors will assess prisoners who are in their care for appropriate OBP in other establishments and determine whether a transfer is appropriate for the prisoner to be transferred to reduce potential conflict in a Domestic violence cases</p> <p>Children &amp; Family Pathway</p> <p>Family life is one of the most important aspect of most our lives. As social beings it is important to have love and emotional support. Family life also offers many other vital resources which are necessary for our physiological and mental wellbeing.</p> <p>Family life is s a place where children grow, learn and achieve. It is also a place where we find the support to make lasting changes to our lives for the better.</p> <p>Certainly much research has been conducted in this field which all demonstrates that families can play a significant role in supporting an offender to make and sustain changes which reduce re-offending.</p> <p>Here at HMP Featherstone, we are keen to ensure we do not overlook these instinctive human support structures when we are working or delivering services with offenders and their children and families to reduce crime in our communities.</p> <p>The programmes / activities offered are delivered in a coherent manner with the support and collaboration of all the various departments within the establishment as well as third sector partners and local volunteers.</p> <p>Family Days -We run 9 family visits a year. The aim of the family visits is to strengthen family ties and prepare our men for release and reintegration with their families in a less formal setting. They can be particularly helpful for siblings/ children who can be distressed and confused by their brother's/ father's absence.</p> <p>Story book Dads -The process is simple. The prisoner chooses a book and is recorded reading the story. The recording is downloaded onto a computer where music and sound effects are added. The finished story is put onto a CD and then sent to the child.</p> <p>DVD Dads -This is like Story book dads but now a DVD option is available so the child can see as well as hear the story.</p> <p>Angel tree project- Angel Tree supports prisoners in their family relationships by providing a way for them to give Christmas presents to their children. Local Prison Fellowship volunteers raise funds and work with churches and prison chaplains to buy and deliver the presents. As long as they are allowed access to their children, prisoners are given the opportunity to apply for a gift to be sent to them. Each gift is sent as though it is from the parent in prison and is accompanied by a personal message written by the parent for their child.</p>
<p>2(f) 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</p>	<p>2(f) HMP Featherstone as part of the West Midlands region will continue to support delivery of the NHS/NOMS offender personality disorder strategy and the Government's intentions described in the Offender Personality Disorder consultation response published by the Department of Health on 21<sup>st</sup> October 2011.</p>

<p>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.</p>	
<p>2(g) In England - Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to make prisons places of work and strengthen the focus on employability. Enhance access to mainstream learning and employment services for offenders on return to the community</p>	<p>2(g) The learning &amp; Skills offer at HMP Featherstone is focused on providing skills for employment. Within the curriculum offer there are still some elements of Personal &amp; Social Development (PSD), which provide a linkage with the wider resettlement strategy through reducing re-offender pathways.</p> <p><b>Management of Learning &amp; Skills:</b> Learning &amp; Skills with the West Midlands is governed by a Regional Governance Board; this is chaired by the DCC. The meeting is attended by the regional Learning &amp; Skills senior structure, being 2 x lead governors and 2 x cluster HoLSE, along with all key stakeholders.</p> <p>Locally L &amp; S is managed by the Business Development Manager, this feeds into Reducing Re-offending through a monthly pathways meeting, chaired by the Head of Reducing Re-offending.</p> <p>The Business Development Manager has 1.5 band 6 managers within the structure to support the delivery of L &amp; S. The breakdown of that team is as and responsible allocations is as follows:</p> <p>0.5 OLASS Band 6 (AUM L &amp; S) – This post provides the establishment institutional support for OLASS funded delivery with a funding allocation of 711k. The funding realises approx 60 FTE places on the regime.</p> <p>1 x Business &amp; Community Engagement Manager – Band 6 (AUM) (This post is externally funded through a partnership FE provider) – This post provides the institutional support for the delivery of external funded (Out of Scope) L &amp; S. Within this strand there are 3 further providers with a combined allocation of approx 1.4 million. This provision provides approx 120 FTE places on the regime. In addition there are 80 work based leaning opportunities available through embedded NVQ and vocationally related qualifications delivered within the existing workplaces. All of the delivery within this funding stream is aimed at vocational training across a broad spectrum of skills.</p> <p><b>The Curriculum Offer:</b> HMP Featherstone provides a broad curriculum with a wide choice of vocational routes. The establishment engages with a number of Business Membership Organisations as well as JCP and NCS to establish labour market intelligence.</p> <ol style="list-style-type: none"> <li>During Induction all prisoners will have a review of their initial assessment score for their numeracy and literacy levels. Any prisoner operating below level 1 will be prioritised in this area.</li> <li>All prisoners are seen on Induction by the Activities team, their role is establish a learning / work path for prisoners whilst they are at</li> </ol>

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	<p>Featherstone. All learning &amp; Skills activity has been organised into sector bundles with some generic courses across all bundles. The information from this intervention is used during the allocation process. This approach allows prisoners to build up a range of courses that are related and their combined value will enhance their employment prospects within that sector.</p> <p>c. The curriculum offer at Featherstone provides a flexible approach for prisoners. Educationally based courses operate part time and vocational training is offered as FT courses or as an embedded work based learning course.</p> <p><b>Quality Assurance:</b> Quality Assurance is managed a combination of Partner Delivery Reviews and an internal Quality Systems Audit process. These are completed with each provider on quarterly basis.</p> <p>There is a quarterly Quality Improvement Group (QIG) which brings together all the key stakeholders. This meeting is focused on partnership working, ensuring that all allocations are delivered and realised (OLASS Priority), ensuring that improvements are being realised in line with the development plan.</p>
2(h) In England - Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.	<p>2(h) HMP Featherstone works in partnership with the centrally commissioned providers and more widely with a number of Further Education &amp; Training organisations in order to deliver a broad L &amp; S offer; elements of which support wider needs through the delivery of Personal &amp; Social Development.</p> <p>Featherstone is engaged with a number of business membership organisations which enables us to access to local initiatives for growth within the labour market. In the coming year there is a need for us to re-focus on this work with the change in resettlement area to Warwickshire and West Mercia</p> <p>Featherstone have been working with a local company recruitment agency (Noble Lancaster) to develop a new company 'Chance 2013'. This is a recruitment agency set up to deal particularly with offenders.</p>
2(i) 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.	<p>2(i) Not currently applicable to Featherstone</p>

**3. Deliver an efficient quality service**

3(a)

Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.

3 (a) HMP Featherstone is committed to ensuring that the services and interventions provided are appropriate to the needs of the offender cohort. We are committed to providing a foundation of services that all prisoners can access depending on their individual needs. These 'core offer' services are those that are not specifically targeted but are crucial in supporting prisoners, particularly those in lower risk groups, in desisting from future criminality and/or making positive life changes. These services are provided to all prisoners irrespective of their individual risk of re-offending, they include but are not limited to:

- ✓ Induction Services
- ✓ Behaviour Management Interventions
- ✓ Offender Management Services
- ✓ Generic Staff Support
- ✓ Learning and Skills Provision
- ✓ Employability Services
- ✓ Substance Misuse Services

We understand the importance of offering specifically targeted services and interventions beyond the core offer requirements to those who present a more significant risk of re-offending and/or harm. We place great importance on having a clear understanding of our local needs and utilise national data and information alongside our own local assessment of need to ensure that provision is effectively and defensibly targeted.

Based on an independent analysis of the likelihood of reconviction, including violent re-conviction (OVP) scores and using 5 segment bands, our approach across HMP Featherstone is to target interventions and services on those offenders it is most likely to impact on, using factors shown to be related to reducing re-offending. Particularly those in Table 1 of the evidence and segmentation document, relating to risk, offence type or needs

Table 5 sets out the accredited programmes that will be delivered within HMP Featherstone

HMP Featherstone will start delivery of Resolve to meet the needs of medium risk violent offenders during 14/15, subject to availability of training places.

A detailed breakdown of our Interventions Offer is contained within Table 4b of the SLA however the following options are available to those prisoners requiring targeted, evidence based interventions and specialist services:

- ✓ Targeted Cognitive Behavioural Programmes (TSP/RESOLVE)
- ✓ Structured Substance Misuse Treatment
- ✓ Targeted Resettlement Services
- ✓ Specialist Mental Health Provision
- ✓ Specialist Psychological Services
- ✓ High Risk Case Management Team – Offender Management Unit
- ✓ MAPPA Arrangements

**(For detailed Evidence and Segmentation based information see Table 4b)**

<p>3(b) Have robust quality assurance processes in place to ensure offender services are (i) delivered as they are intended (i.e. with integrity and as planned and designed) and (ii) that they are effective</p> <p>3( c ) Review delivery where it exceeds the minimum requirements set in the NOMS Service Specifications</p>	<p>3(b) HMP Featherstone 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.</p> <p><b>Our internal Assurance Framework consists of but is not limited to:</b></p> <ul style="list-style-type: none"> <li>✓ Delivery against Service Delivery Requirements (SDR's) and internally set monitoring targets (Management Information) – Remedial Actions directed, agreed and discussed at SMT where appropriate and disseminated out.</li> <li>✓ Action Plan Completion – Self Audit, Functional, HMIP, External Audit, Programmes Audit etc – Assurances given through direct reporting to Region, the Governor and SMT</li> <li>✓ Audit – <b>Self Audit</b> (Action agreed by standard owner), <b>Internal Audit/Inspection</b> (Actions agreed by functional head/directed by Governor), <b>National Systems Audit</b> (local processes reviewed and remedial action taken where necessary – e.g. Payment Plus, Use of Force), <b>Audit and Corporate Assurance</b> (Governor agrees Action plan with Functional Lead and progress is formally reported back).</li> <li>✓ HMIP – expectations and progress against recommendations accepted in Action Plan</li> <li>✓ Assurance against Specifications (including all PSI Required Actions) – SBC Programme surrounds both Cost and Delivery</li> <li>✓ MQPL – Performance is monitored through Prisoner Consultation (You Said/We Did) and specific actions surrounding issues raised – Task and Finish Group in existence.</li> <li>✓ Risk Register – Risks are allocated to owners – feedback is given at SMT – formal Risk Reviews take place quarterly and following a significant event.</li> <li>✓ National Training Requirements completed – Information Assurance, Fire Safety etc</li> <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>
<p><b>4. Ensure delivery is matched to population, purpose and NOMS outcomes.</b></p> <p>4(a ) 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>	<p>4(a) 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>• All offenders, regardless of OGRS band should have access to the core rehabilitative offer (set out in the Rehabilitation Services in Custody Specification).</li> <li>• In general, in order to meet NOMS' priority outcomes, services that contribute to reducing reoffending or protecting the public and that go beyond the core rehabilitative offer, should be targeted according to risk</li> <li>• Offenders with a low likelihood of any reconviction are unlikely to benefit from additional rehabilitative interventions and services and higher levels of case management, and in some circumstances these can be damaging. So investment in offenders in this OGRS band should simply ensure that core services are in place</li> <li>• Offenders in this risk band are likely to benefit to some extent from higher levels of case management and additional rehabilitative services. However in the context of restricted resources they are not a priority group</li> <li>• Offenders at high and very high likelihood of any reconviction benefit from additional rehabilitative services and interventions, and high levels of structured case management</li> <li>• Offenders in this risk band are very likely to reoffend but their offences are frequently acquisitive rather than violent. Men in this risk band tend to be convicted particularly of theft and shoplifting. Women in this risk band tend to be convicted of shoplifting. Those serving prison sentences of less than 12 months have particularly high concentrations of offenders in this risk band.</li> </ul>

HMP Featherstone has examined the segmentation data alongside our own needs assessment data to ensure that we have the fullest and most current understanding of the needs within our offender cohort in order that we can plan delivery appropriately in line with targeting principles. For those prisoners who have not had an OASys assessment (8%) we have also checked their offence and sentence on PNomis to enable those prisoners potential needs to be assessed .

We have also had an increase of offenders that can be considered to complete TSP due to the proposed inclusion of those with OGRS3 scores between 25-49. However, these places will not be allocated where it prevents a higher risk offender accessing the programme.

Our data shows that we currently have a cohort of offenders who have been convicted of violent offences (18%) whereby the delivery of RESOLVE would meet their need and through our own needs assessment 14% currently fit the criteria. In consideration of this we have requested that we be commissioned to cease delivering CALM and begin to deliver RESOLVE alongside TSP as we believe that this will enable us to better meet the needs of our population as a whole.

We continue to build on our core services which are aimed at supporting the population as a whole in desisting from future criminality. By continuing with this approach we are able to ensure that all basic needs are met at the generic case management level. Sentence planning for 'low risk' individuals is light touch and consists of access to routine services, basic resettlement planning and referrals out to/engagement with services to address very specific needs associated with issues such as Health, Accommodation, Family Support etc. Case Management increases alongside increase in risk up to the highest risk cases towards whom the most intense and specialist support, services and interventions are targeted. We have in place very effective assessment and prioritisation processes that ensure that we identify those with the most significant level of need and we are resolute in ensuring that we deliver in line with expectations in respect of such individuals. In the event that we are unable to deliver we will explore options for transfer to ensure that all avenues for access to intervention and services are explored.

HMP Featherstone faces a number of challenges when planning services to effectively meet the needs of the offender group. As HMP Featherstone becomes a Resettlement Prison we anticipate that over the next year our population will change and we will have a number of prisoners serving their last three months with us, this will present challenges in the effective sequencing of interventions against the annual forecast. The figures for Resolve suitable offenders were arrived at by using the 'Time left to Serve' data and included those with 6mths or more left to serve whose OVP is between 30 and 59. It also included medium risk robbery offenders using OGRS scoring due to the violent nature of robbery offences and would therefore also be deemed appropriate for the programme.

**(For a more detailed breakdown of Evidence and Segmentation Data and related Targeting of Services see Table 4b)**

The OMU department at the establishment is the key driver for rehabilitation services, case management and risk management providing a seamless sentence for a diverse population of offenders which is segmented into areas including:

- Public Protection – Audit score of 84% in May 2013
- Categorisation & Assessment – Security Audit score of 100% July 2013
- Prisoners attending ROTL
- A robust HDC Board procedure in place – Quality checked by the Deputy Governor on a regular basis
- A robust ROTL Board procedure in place - Quality checked by the Deputy Governor on a regular basis
- Lifers and IPPs are managed by seconded Probation staff (from April 2014)
- Oral Hearings and Parole Boards conducted on site with all relevant stakeholders in attendance
- VISOR trained staff – Both in OMU & Security

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	<ul style="list-style-type: none"> <li>• ECINS – A new secure offender based computer system devised by Staffordshire Police</li> <li>• OMU department works closely with establishments PIO</li> <li>• Monthly Risk Management meeting</li> <li>• Completion of MAPPA F's at 100% and attendance at MAPPA boards if requested</li> <li>• Sentence Calculations</li> </ul> <p>The positive results listed above demonstrate the establishment's commitment and understanding of the opportunities and challenges faced locally and the establishment has maintained meeting a high level of performance and achieving our nationally set targets whilst continuing to protect the public and rehabilitating offenders before their reintegration back into their local community. The establishments have managed to maintain all of this whilst implementing Fair &amp; Sustainable changes and Benchmarking reductions as per NOMS directives.</p>
<b>5. Ensure that delivery of services is responsive to individual needs and characteristics to maximize outcomes</b>	<p>5(a) HMP Featherstone will ensure relevant individual needs and characteristics are effectively identified, assessed, and monitored. This information will be shared appropriately, proactively and sensitively across the organisation, and with delivery partners.</p> <p>We will have systems in place to ensure that relevant individual needs (see list in 5b) are assessed effectively, and information shared appropriately, at the most helpful point in an offender's sentence.</p> <p>Information that is contained in 5b will be collected throughout the initial reception into prison, induction at Featherstone or through initial or follow up interventions from internal or partnership staff. In the case of Learning Disability and Difficulty, Physical health and disability &amp; Family circumstances this will be self-declared. With consent further information can be sought through engaging in the Hidden Disabilities Questionnaire, Healthcare or through the CAB.</p> <p>Information will be put onto PNOMIS where local partners have access to that information. Information sharing protocols will be drawn up for organisations without direct system access.</p> <p>The information will be used locally when carrying out allocation or selection to interventions; this will ensure that it reflects prisoners' needs.</p> <p>Individual needs are monitored through a range of tools such as the OASys sentence plans, ACCT plans, Care plans and Individual Learner plans. In addition we monitor the needs of our populations against the services and activities received in order to ensure that appropriate services and interventions are in place and adapted to meet needs, and to ensure that groups with particular characteristics are not discriminated against.</p> <p>Individual needs may arise from enduring characteristics such as age, ethnicity or disabilities or could be more temporary, for example bereavement or depression. We ensure that our staff have adequate training so that they are able to identify offenders who may need additional support and can take appropriate action.</p>

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<p>5(b) Information regarding individual needs and characteristics is used to adapt and sequence services to meet individual needs and maximise their benefit, are supported and encouraged to access appropriate services.</p>	<p>5(b) 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. NOMS expects providers to take account of the specific needs and characteristics of individuals and that providers are able to evidence and articulate how they will ensure offenders are supported and encouraged to access appropriate services, with reference to:</p> <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 etc)</li> <li>• Protected characteristics including: <ul style="list-style-type: none"> <li>• Gender</li> <li>• Sexual orientation</li> <li>• Race</li> <li>• Age</li> <li>• Faith</li> <li>• Gender re-assignment</li> <li>• Pregnancy and maternity</li> </ul> </li> </ul> <p>Information gained is then used to develop an individualised plan which adapts and sequences services to maximise the benefit to the offender, using OASys which is monitored annually or when a significant change occurs. Additional reviews will occur if necessary.</p> <p>Staff receive information and training to support them in recognising barriers to engagement that may arise owing to factors such as age, sexuality, disability, intellectual function, etc.</p> <p>HMP Featherstone will support the regional forum chaired by EDRG x 3 meetings per annum to support learning and share best practice</p>
<p><b>6. Deliver priority national and specialist services</b></p> <p>6(a) Continue to identify, assess and manage extremist offenders by engaging with existing local structures and ensuring that training and awareness is embedded among key</p>	<p>6(a) In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Featherstone 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.</p> <p>HMP Featherstone will also ensure that any recommendations related to the identification, assessment and management of extremist offenders which are identified in year through the NOMS assessment process are implemented within reasonable timescale.</p>

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staff groups. Ensure referral, where appropriate, to interventions, structured assessment and structured interventions and faith-based programmes according to offender risk and need	
6(b) Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable delivery where it does not.	<p>6(b) HMP Featherstone will develop and implement a process by 30<sup>th</sup> March 2015 for the creation of 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>
6(c) Ensure the efficient use of prison places through development and implementation of local bail strategies and use of HDC for appropriate offenders, including making full use of Bail Accommodation and Support Service.	6(c) The Governor ensures HMP Featherstone has a local HDC/BASS strategy in place, and effectiveness of strategy will be monitored. The Hub data will be examined quarterly and improvement objectives will be considered where BASS year on year regional Placements fall substantially (>20 % points) below the national average change
6(d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.	<p>6(d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners, based on the following</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> </ul> <p>HMP Featherstone is engaged with one3one, and is part of the pilot activity for the MOD work. At present this is restricted to engineering work and</p>

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	<p>repair and assembly of hydraulic jacks.</p> <p>Locally Featherstone operate a number of locally sourced contracts. The breakdown of these is as follows:</p> <ol style="list-style-type: none"> <li>1. 4 x companies within Engineering</li> <li>2. 3 x companies within contract services work</li> <li>3. 1 x company within print</li> </ol> <p>Within the contracts above, we have now established ourselves as part of the company's supply chain. Within the engineering contracts the majority of this work that has been re-shored from overseas. Our intent is to increase capacity on these contracts as customer confidence grows.</p> <p>There are 2 further contracts currently being implemented; one for recycling and a further one for engineering.</p> <p>HMP Featherstone are engaged within a number of business forums are have established themselves on the local business network. The prison is well placed to capitalise on the growth within local manufacturing.</p> <p>It is a priority within the coming SLA period to push this towards ROTL placements and employment on release.</p> <p>This is a real challenge for Featherstone in the coming year. Our business area will remain in the local vicinity; but our resettlement area will be Warwickshire and West Mercia.</p>
<p>6(e) Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.</p>	<p>6(e) HMP Featherstone will continue a strategy for extending use of video conference facilities by 30<sup>th</sup> March 2015 consistent with the NOMS Video Action Plan, ensuring that use is consistent with type of establishment and makes maximum usage of existing/planned facilities. Governor i/c Offender Management Unit, Wendy Cooper, will be the establishment lead for the NOMS video action plan and will establish and maintain relationships with the relevant stakeholders.</p>

**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>HMP Featherstone is committed to providing an environment that supports the rehabilitation of all offenders with whom it comes into contact. Strategically we have a clear understanding of the desired outcomes and have prioritised areas of delivery through which maximum impact can be made. We fully embrace the new approaches to custodial services and the need to unite with our partners and stakeholders in order to create a truly rehabilitative environment able to support our population in desisting from future criminality and making positive life choices both in custody and on release.</p> <p>Our shared establishment vision is integral to our business planning structures and performance objectives. This vision also permeates the strategic planning structures of our partners thus creating a truly seamless and mutually agreed approach to service provision.</p> <ul style="list-style-type: none"> <li>➤ Needs Identification – Individual prisoner needs are identified through the initial Induction Process. Information gathered through this process and/or outstanding needs identified are then appropriately referred to relevant individuals/services. The prisoner is fully informed of the process and encouraged to engage with the services required to meet their individual needs. The bi-monthly 7 Pathways meeting will bring all the external services in a conjoined approach to ensure current information reference services is shared and reviewed.</li> <li>➤ We understand that the maintenance of a safe, secure and decent environment is a crucial foundation to the delivery of high quality custodial services therefore all staff are required to share information appropriately. A morning briefing of key staff (who then cascade the relevant information) are built in to each day under the Benchmarking Profile in order to ensure that staff remain abreast of any issues or concerns in their areas</li> <li>➤ At HMP Featherstone we operate an Integrated Incentives and Earned Privileges System in line with PSI 30/2013. As part of this system a prisoner's attainment level is assessed on their engagement with all rehabilitative activity alongside their compliance with the regime. Staff are able to support prisoners in demonstrating how they are effecting real changes and can also provide guidance on ways in which they could improve their attainment level thus encouraging increased positive engagement.</li> </ul> <p>In line with the National Priorities surrounding Every Contact Matters the establishment has planned workshops for staff as part business planning sessions to raise awareness surrounding the concept of 'Brief Intervention' and the competencies required in the new environment.</p>	Commissioned in partnership with region

<p>Prisoners are made aware of their responsibilities in engaging with and accessing services</p>	<ul style="list-style-type: none"> <li>➤ Our expectation of prisoners is made very clear to them from the point of reception, through the induction process and as part of our behaviour management structures. Prisoners are provided with adequate information surrounding the availability of services and self referral is an avenue of access for all services provided at the establishment. We believe that taking responsibility is key to sustainable rehabilitation and we encourage all prisoners to make their own choices regarding what services, interventions and support they require. Our staff are skilled in identifying needs and are pro-active in ensuring that equality of access for all is facilitated.</li> <li>➤ Our commitment to rehabilitation is embedded in every element of our delivery from strategic planning to daily operational activity. We ensure that staff are clear on their responsibilities towards prisoners through the following means: <ul style="list-style-type: none"> <li>✓ Staff Briefings and Engagement</li> <li>✓ Line Management Support and Supervision</li> <li>✓ SPDR'S</li> <li>✓ Staff Training</li> </ul> </li> <li>➤ We will measure the impact we are having by monitoring sentence planning objectives including progress against sentence plan and completions, and take up of rehabilitative activities including numbers and types of qualifications and skills achieved.</li> <li>➤ As we progress with our intentions surrounding establishing the 'Every Contact Matters' ethos across the establishment at all levels we will ensure that there is full understanding of what this concept means and what role it plays in our vision of HMP Featherstone into the future. Crucially we will ensure that staff fully understand what is required of them and how they should engage with prisoners on a routine day to day basis. We will, through a business planning event, ensure that staff embrace the need to listen, understand and respond effectively to prisoners in a manner that encourages responsibility taking and personal choice as we believe that this is a fundamental element of a truly rehabilitative environment.</li> </ul>	
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<p>Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement</p>	<p>At HMP Featherstone we are resolute in our requirements of all those who work and reside here to behave and operate in an appropriate and respectful manner. We believe that pro social interaction and engagement must be demonstrated establishment wide if it is to be expected of our prisoner population. The service has very clear requirements of its staff and how they should operate and we are committed to ensuring that expected standards of behaviour are maintained. We achieve this through leadership, staff supervision, continual professional development and a robust challenge structure to manage incidents where expected standards of behaviour are not maintained.</p> <ul style="list-style-type: none"> <li>➤ Our statement of purpose is integrated into all levels of business planning and service delivery and is shared with, and indeed compliments, those of our partners.</li> <li>➤ We have a master action plan that brings together all actions from a number of different sources including HMIP, MQPL, SQPL and Security Audits. As part of each attention will be paid to ensuring that pro-social attitudes exist among staff and between staff and prisoners and efforts will be made, where deficiencies are apparent, to improve attitudes, thinking and behaviours in both groups.</li> <li>➤ We will measure our success in this area in the following ways: <ul style="list-style-type: none"> <li>✓ Adjudication Statistics</li> <li>✓ Violence Management Measures</li> <li>✓ Prisoner Consultation</li> <li>✓ Staff Consultation</li> <li>✓ Complaints Statistics</li> <li>✓ Behaviour Management Information</li> </ul> </li> <li>➤ We will take active measures to promote and improve understanding of the importance of demonstrating pro-social behaviours and attitudes at all levels, and use existing internal communication and line management arrangements to help embed effective practice and encourage a culture of continuous improvement</li> <li>➤ A prisoner council exists, which is encouraged to highlight good practice across different units/departments within the prison – this enables us to identify where we may need to develop further, positive staff interaction with prisoners.</li> <li>➤ <b>Our New Way</b>,- In collaboration with the regional HRBP we are currently exploring how we might embed coaching principles into every day staff and staff/prisoner interactions to create a pro-social culture which values growth and learning in both staff and prisoners.</li> </ul>	<p>Commissioned in partnership with region</p>
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Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	➤ Employment and Benefit Advisors – prisoners are given access for assistance re future job prospects or for support onto the DWP work programme and in applying for job seekers allowance. 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 Pertemps.	Co-commissioned national contract – DWP
	➤ OLASS provision of basic skills/access to employment training which enables prisoners to engage with the regime as well as providers of rehabilitative services. MK College are the provider under OLASS4. Curriculum designed on needs analysis of offender population. OLASS provision of Employability skills – this covers CV writing, self assessment for work and interview skills and techniques.	
	➤ HMP Featherstone also has £1.2m of non-OLASS funded provision - this money assists us to deliver additional vocational training and qualifications – this includes provision from Stoke College and South Birmingham.	Co-commissioned National SFA
	➤ National Careers Service – provide guidance and support to prisoners in preparation for release It provides a service of through the gate support for prisoners including employability and skills awareness as well as sign up to ETE services offered by Pertemps. NCS also provide a dedicated career guidance service, identifying appropriate learning and skills needs in line with local and national labour market needs. They also offer support and advise ref disclosure to future employers. Following the NCS process and at the earliest opportunity, prisoners are encouraged to liaise with employers to establish if they are able to retain their employment upon release. This process will be supported and can also be delivered by their Offender supervisor or the Jobcentre plus workers.	Co-commissioned National SFA
	➤ 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	
	➤ Toe by Toe – peer mentoring reading scheme (6hr commitment from profile in line with national agreement)	
	➤ Contact details for existing community based services are maintained and accessible to all prisoners	Co-commissioned local

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Prisoners can access services that enable them to manage housing needs created as a result of their custody.	<ul style="list-style-type: none"> <li>➤ JCP and CAB – are both available for housing benefit advice, maintaining tenancy agreements and will signpost prisoners to the library for information pertaining to each Local Authority criteria and services.</li> <li>➤ The Housing advisor (within the resettlement department) provides a service arranging accommodation and support for offenders. This provides for emergency and long term accommodation needs.</li> </ul>	Co-commissioned local
Prisoners can access services that enable them to seek settled and suitable housing for release.	<ul style="list-style-type: none"> <li>➤ Housing needs assessment form is completed by the offender supervisors, Prisoners are signposted to the Housing Advisor.</li> <li>➤ The Housing Adviser gives advice on Housing Information and is able to source accommodation from local authority housing, private rental sector, hostels. Arrange tenancy retentions, BASS referral for HDC. Assist with advise and referrals for rental arrears and re payment</li> <li>➤ Prisoners are also signposted to information that is available in the library to the contact details and criteria for existing community based housing services within each individual Local Authority</li> <li>➤ Any other needs are identified by Offender Supervisors in liaison with Offender Manager in community</li> </ul>	FSCM
Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	<ul style="list-style-type: none"> <li>➤ Finance – OLASS provider delivers Financial Studies and Personal Money Management and prisoners are encouraged to undertake this training. Prisoners can then identify the area of debt management that they may need help with.</li> <li>➤ They are signposted to the Citizens Advice Bureau (CAB) for support and advice. Complex cases are referred to outside specialists who work for the CAB in the community. Prisoners may self-refer to the CAB at any time. CAB - Enables prisoners to address any outstanding financial debts and to make contact and arrangements with creditors or dependents where payment schedules are likely to be affected.</li> <li>➤ Job Centre plus workers assist in stopping any benefits and then accessing them again once ready for release from custody.</li> <li>➤ DWP - Assistance to close down and reinstate benefit claims</li> <li>➤ HSBC account programme - Services that enable the opening and management of bank accounts</li> </ul>	<p>National commissioned Contract</p> <p>National contract with CAB</p> <p>Local commissioning arrangements /agreements</p> <p>Banking partnership with HSBC</p>

<p>Prisoners can access available services which enable them to address their family welfare and family support needs.</p>	<ul style="list-style-type: none"> <li>➤ Domestic Visits</li> <li>➤ Prisoners are signposted to community based services that support prisoners families</li> <li>➤ We operate family visits regularly throughout the year – we over provide time in domestic visits to encourage familial links to be maintained.</li> <li>➤ HALOW provide visitor support, advice and guidance.</li> <li>➤ The Drug and Alcohol Recovery Team also spend time both in the visitors centre and in Family Visits offering advise and support for families</li> </ul>	<p>Locally commissioned services</p>
<p>Prisoners have equivalence of access to health services in custody as in the community.</p>	<ul style="list-style-type: none"> <li>➤ On reception, prisoners current health needs assessment is reviewed, prisoners are subsequently signposted and supported in tackling any additionally identified needs</li> <li>➤ Health provision is monitored through a number of CQI's that we report on to our own commissioners. Waiting lists are monitored and reported on at a number of meetings, such as Clinical Governance, Healthcare operational meetings, medicines management.</li> <li>➤ Prisoners have access to Primary and Secondary health services, including mental health services, commissioned through Health including: Doctor-GP service, Dentist, Nursing care, Optician, Physiotherapy</li> <li>➤ 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.</li> <li>➤ Prisoners are provided the contact details for existing community health related services on release</li> </ul>	<p>National commissioned Co-NHS England</p> <p>Local Authority Director Public Health Co-commissioned</p> <p>Locally Co-commissioned</p>

<p>Prisoners can access treatment, services, advice and support around drug and alcohol needs.</p>	<ul style="list-style-type: none"> <li>➤ Prisoners can access treatment, services, advice and support around drug and alcohol needs. All prisoners entering custody will be screened for drug and alcohol misuse. Supported through a recovery model substance misuse service provided by Lifeline. Prisoners can self refer at any time. A menu of interventions is available for offenders to choose from which meets their individual need.</li> <li>➤ Stabilisation, detoxification and observation are undertaken as appropriate.</li> <li>➤ Lifeline provides ongoing clinical and psychosocial support based upon the needs of the prisoner.</li> <li>➤ The prison is engaged with NHS England in order to ensure that prisoner needs are understood and the commissioning strategy is suitable, the NHS England representative has sight of all minutes from the monthly meetings and attends the establishment quarterly.</li> <li>➤ The Drug and Alcohol Recovery Team also spend time both in the visitors centre and in Family Visits offering advise and support for families</li> </ul>	<p>Locally commissioned      Co-</p> <p>Locally commissioned      Co-</p> <p>National commissioned England      Co-NHS</p> <p>Locally commissioned      Co-</p>
<p>Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.</p>	<ul style="list-style-type: none"> <li>➤ Demand for this type of provision is exceptionally low however should individual need be identified then specialist services are available to be accessed therefore prisoners would be provided with the contact details and enabled to engage with existing appropriate community based services that support victims of domestic violence, rape or abuse</li> </ul>	<p>Local Authority Co-commissioned</p>
<p>Prisoners who have been sex workers can access services that offer them advice and support.</p>	<ul style="list-style-type: none"> <li>➤ Demand for this type of provision is exceptionally low however should individual need be identified then specialist services are available to be accessed therefore prisoners would be provided with the contact details and enabled to engage with existing appropriate community based services that support sex workers</li> </ul>	<p>Local Authority Co-commissioned</p>

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

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

<b>Segment</b>	<b>Total no. of Prisoners within Segment</b> <ul style="list-style-type: none"> <li>Use the segmentation data tool on the NOMS Performance HUB to get the numerical data you need to populate this column</li> </ul>	<b>Strategic approach to meeting the needs of the segment</b>  <b>Title and description of rehabilitative services/interventions and case management activities</b> <ul style="list-style-type: none"> <li>Give the title and a brief description of the case management activities offered to offenders in each segment</li> <li>Give a brief description of the range of rehabilitative services and interventions offered to offenders by segment. Include any accredited programmes on offer.</li> <li>Use the guidance on targeting in Commissioning Intention 4a</li> <li>If a service or intervention is available across more than one segment (for example – TSP may be available to both sex offenders and violent offenders) then state in each applicable box, making clear in the next column the number of completions relating to each segment.</li> </ul>	<b>Indicate whether the service or intervention is commissioned or co-commissioned and the number of offenders who will be able to access the intervention or service annually</b> <ul style="list-style-type: none"> <li>For accredited programmes give the number of completions</li> <li>It is not necessary to record volumes for case management activities</li> </ul>
All Offenders – where service targeted by need rather than risk	All offenders	<b>All offenders, regardless of OGRS band will have access to the core rehabilitative offer as specified above.</b>  This will be delivered by HMP Featherstone in the following ways: <ul style="list-style-type: none"> <li>Ensure that staff address offender's anti social attitudes, thinking and behaviours through pro-social interaction and engagement</li> <li>Ensure that staff support and encourage offenders to engage with rehabilitative services and make them aware of their responsibility for doing so</li> <li>The core rehabilitative offer also recognises the disruption to domestic and other responsibilities brought about by imprisonment and the obstacles to reintegration that most offenders face. It includes providing support to help overcome these issues; for example it facilitates access to services to secure/manage/maintain suitable accommodation and employment; to services which address personal financial management issues and family welfare and support need and it ensures equivalence of access to health services as in the community and access to specialist services such as those for drug and alcohol needs, domestic abuse and for sex workers</li> <li>AA/ Narcotics Anonymous group working is also available to all prisoners</li> </ul>	

		<b>In general, in order to meet NOMS' priority outcomes, services that contribute to reducing reoffending or protecting the public and that go beyond the core rehabilitative offer, should be targeted according to risk (see below)</b>																
Sexual Offenders	<b>HMP Featherstone does not hold a population of sex offenders</b>	<p>HMP Featherstone is not an SOTP site so we need to transfer sex offenders to either HMP Stafford or HMP Oakwood if they are eligible for an accredited programme.</p> <p>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).</p>																
Violent offenders	<p><b>A total of 124 (18%) offenders fall into this group of which 52 have an OVP score (Likelihood of Violent Reoffending)</b></p> <table><tr><td>Low, 0-29%</td><td>11</td><td>4%</td></tr><tr><td>Medium, 30-59%</td><td>20</td><td>8%</td></tr><tr><td>High, 60-79%</td><td>12</td><td>5%</td></tr><tr><td>Very High, 80-99%</td><td>3</td><td>1%</td></tr><tr><td><b>Total</b></td><td><b>52</b></td><td><b>21%</b></td></tr></table>	Low, 0-29%	11	4%	Medium, 30-59%	20	8%	High, 60-79%	12	5%	Very High, 80-99%	3	1%	<b>Total</b>	<b>52</b>	<b>21%</b>	<p><b>In addition to the above core rehabilitative offer Offenders in this cohort will be offered:</b></p> <p><b>Low risk violent offenders:</b> In general offenders who have low OGRS scores (0-24%) tend also to be low risk of violence. In general, violent offenders in this lowest OGRS band will not require any further assessment of risk of violence. The exception is individual cases where it makes sense to complete a violence assessment based on knowledge of the case.</p> <p><b>For violent offenders with a higher OGRS score (25%+),</b> the risk of future violence should be identified through a valid violence predictor (i.e. OVP which is part of OASys or SARA if intimate partner violence is indicated).</p> <p>The amount of risk and case management should be proportionate to the level of violence risk posed by the individual.</p> <p>The intensity of violence interventions, for HMP Featherstone <b>RESOLVE</b>, should match the level of violence risk of the offender, where level of risk is not applicable to the criteria of <b>RESOLVE</b>, violent offending can also be addressed within <b>TSP</b> (criteria permitting), also offered by HMP Featherstone.</p> <p>MAPPA can be effective in managing risk for violent offenders and MAPPA guidance should be followed.</p> <p><b>DV offenders:</b> we will further assess all offenders with a DV flag on OASys. We will assess their suitability for a DV intervention (HRP/BBR) and transfer them to a suitable establishment.</p> <p>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).</p>	<b>HMP Featherstone is due to be commissioned for RESOLVE in 2014/2015 with a target of 30 and 27 completions</b>
Low, 0-29%	11	4%																
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<b>Total</b>	<b>52</b>	<b>21%</b>																
Indeterminate Sentenced Prisoners	<b>A total of 118 (16%) offenders fall into this group</b>	<b>For Indeterminate Sentence Prisoners, the above core rehabilitative offer applies, but in addition:</b>																

(ISPs)	<table><tr><td rowspan="3">OGRS 0-24, Low</td><td>Violent</td><td>14</td><td>2%</td></tr><tr><td>Robbery</td><td>1</td><td>0%</td></tr><tr><td><b>Total</b></td><td><b>15</b></td><td><b>2%</b></td></tr><tr><td rowspan="3">OGRS 25-49, Medium</td><td>Violent</td><td>17</td><td>3%</td></tr><tr><td>Robbery</td><td>8</td><td>1%</td></tr><tr><td><b>Total</b></td><td><b>25</b></td><td><b>4%</b></td></tr><tr><td rowspan="6">OGRS 50-74, High</td><td>Violent</td><td>40</td><td>6%</td></tr><tr><td>Robbery</td><td>18</td><td>3%</td></tr><tr><td>Acquisitive</td><td>1</td><td>0%</td></tr><tr><td>Drugs</td><td>1</td><td>0%</td></tr><tr><td>Motoring</td><td>1</td><td>0%</td></tr><tr><td><b>Total</b></td><td><b>61</b></td><td><b>9%</b></td></tr><tr><td rowspan="3">OGRS 75-89, Very High</td><td>Violent</td><td>16</td><td>2%</td></tr><tr><td>Robbery</td><td>1</td><td>0%</td></tr><tr><td><b>Total</b></td><td><b>17</b></td><td><b>3%</b></td></tr></table>	OGRS 0-24, Low	Violent	14	2%	Robbery	1	0%	<b>Total</b>	<b>15</b>	<b>2%</b>	OGRS 25-49, Medium	Violent	17	3%	Robbery	8	1%	<b>Total</b>	<b>25</b>	<b>4%</b>	OGRS 50-74, High	Violent	40	6%	Robbery	18	3%	Acquisitive	1	0%	Drugs	1	0%	Motoring	1	0%	<b>Total</b>	<b>61</b>	<b>9%</b>	OGRS 75-89, Very High	Violent	16	2%	Robbery	1	0%	<b>Total</b>	<b>17</b>	<b>3%</b>	<ul style="list-style-type: none"><li>ISPs need to receive sufficient case management to enable them to progress towards safe release by the Parole Board. Case management should be highest where an ISP is post-tariff and/or not progressing at Parole hearings.</li><li>Accredited interventions should only be targeted at ISPs when an offender meets the programme's risk and need criteria. Exceptions can be made where the offender is lower risk than the criteria require but the programme is the only viable option for enabling them to progress through their sentence.</li></ul> <p>ISPs who meet accredited programme criteria should be given priority access, taking into consideration how close they are to their tariff.</p>
OGRS 0-24, Low	Violent		14	2%																																															
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Low likelihood of any reconviction OGRS 0-24%	<p><b>A total of 89(13%) offenders fall into this group</b></p> <table><tr><td>Violent</td><td>31</td><td>5%</td></tr><tr><td>Robbery</td><td>12</td><td>2%</td></tr><tr><td>Acquisitive</td><td>4</td><td>1%</td></tr><tr><td>Drugs</td><td>39</td><td>6%</td></tr><tr><td>Motoring</td><td>5</td><td>1%</td></tr><tr><td>Other</td><td>3</td><td>0%</td></tr><tr><td><b>Total</b></td><td><b>94</b></td><td><b>14%</b></td></tr></table>	Violent	31	5%	Robbery	12	2%	Acquisitive	4	1%	Drugs	39	6%	Motoring	5	1%	Other	3	0%	<b>Total</b>	<b>94</b>	<b>14%</b>	<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> <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</li></ul>																												
Violent	31	5%																																																	
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<b>Total</b>	<b>94</b>	<b>14%</b>																																																	

		<p>at inter-departmental risk management meetings in cases of greatest concern.</p> <p>Offenders within this OGRS band will have access to the core rehabilitative offer as per table 4a. In general, <b>no additional rehabilitation services</b> are offered to offenders in this OGRS band (see specific approaches above for violent offenders, sexual offenders and indeterminate sentence prisoners).</p> <p>Offenders with a low likelihood of any reconviction are unlikely to benefit from additional rehabilitative interventions and services and higher levels of case management, and in some circumstances these can be damaging. So investment in offenders in this OGRS band should simply ensure that core services and approaches listed in the box above are in place.</p> <p><b>Non accredited programmes</b> -These are available to all prisoners.</p> <p>Making Changes</p>																						
Medium likelihood of any reconviction OGRS 25-49%	<p><b>A total of 120 (18%) offenders fall into this group</b></p> <table><tr><td>Violent</td><td>52</td><td>8%</td></tr><tr><td>Robbery</td><td>48</td><td>7%</td></tr><tr><td>Acquisitive</td><td>10</td><td>1%</td></tr><tr><td>Drugs</td><td>37</td><td>6%</td></tr><tr><td>Motoring</td><td>2</td><td>0%</td></tr><tr><td>Other</td><td>1</td><td>0%</td></tr><tr><td><b>Total</b></td><td><b>150</b></td><td><b>22%</b></td></tr></table>	Violent	52	8%	Robbery	48	7%	Acquisitive	10	1%	Drugs	37	6%	Motoring	2	0%	Other	1	0%	<b>Total</b>	<b>150</b>	<b>22%</b>	<p><b>Offenders in this risk band are likely to benefit to some extent from higher levels of case management and additional rehabilitative services. However in the context of restricted resources they are not a priority group and the following approach will be taken:.</b></p> <ul style="list-style-type: none"><li>• Light touch case management to check on progress and maintain motivation.</li><li>• More moderate length rehabilitative interventions that go beyond the ‘core rehabilitative offer’ these include TSP and RESOLVE at HMP Featherstone provided that they do not threaten resources that would otherwise be directed at higher risk offenders. Offenders in this risk band who’s OGRS scores are 47% or 48% will be considered for <b>TSP</b> and <b>RESOLVE</b> and may override at the TM discretions.</li><li>• Treatment (through substance misuse services) addressing drug dependency</li></ul>	36 TSP outcomes 36 RESOLVE outcomes
Violent	52	8%																						
Robbery	48	7%																						
Acquisitive	10	1%																						
Drugs	37	6%																						
Motoring	2	0%																						
Other	1	0%																						
<b>Total</b>	<b>150</b>	<b>22%</b>																						
High likelihood of any reconviction OGRS 50- 74%	<p><b>A total of 262 (38%) offenders fall into this group</b></p> <table><tr><td>Violent</td><td>112</td><td>17%</td></tr><tr><td>Robbery</td><td>64</td><td>10%</td></tr><tr><td>Acquisitive</td><td>64</td><td>10%</td></tr><tr><td>Drugs</td><td>35</td><td>5%</td></tr><tr><td>Motoring</td><td>5</td><td>1%</td></tr><tr><td>Other</td><td>1</td><td>0%</td></tr><tr><td><b>Total</b></td><td><b>281</b></td><td><b>42%</b></td></tr></table>	Violent	112	17%	Robbery	64	10%	Acquisitive	64	10%	Drugs	35	5%	Motoring	5	1%	Other	1	0%	<b>Total</b>	<b>281</b>	<b>42%</b>	<p><b>Offenders at high and very high likelihood of any reconviction benefit from additional Rehabilitative services and interventions, and high levels of structured case management.</b></p> <p>plan for</p> <ul style="list-style-type: none"><li>• Intensive case management activity, at a level broadly proportionate to OGRS score, including one to one supervision time to recognise achievement, motivate, positive change and consolidate learning from interventions</li><li>• A more moderate length rehabilitative intervention in the form of <b>RESOLVE and TSP</b></li><li>• Treatment (through substance misuse services) addressing drug dependency.</li></ul>	36 TSP outcomes 36 RESOLVE outcomes
Violent	112	17%																						
Robbery	64	10%																						
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<b>Total</b>	<b>281</b>	<b>42%</b>																						

		<ul style="list-style-type: none"><li>Proportionate risk management activity to address both risk of any reconviction and also, where it is assessed as 'high' or 'very high', risk of serious harm on release.</li><li>Additional rehabilitative services and interventions that can evidence their effectiveness at reducing reoffending and are matched to need. Cognitive skills programmes (such as the Thinking Skills Programme) should only be targeted at offenders with index offence types of 'violence', 'sex', 'drugs' and 'other', who have been shown to benefit</li><li>Accredited Reading Scheme-Story Book Dads- in the first instance this is available to those prisoners who have an OGRS score of +50, but can be made available to lower risk groups, as long as it is not preventing a higher risk offender accessing the service.</li></ul>																						
Very high likelihood of any reconviction OGRS 75-89%	<p><b>A total of 140 (20%) offenders fall into this group</b></p> <table><tr><td>Violent</td><td>55</td><td>8%</td></tr><tr><td>Robbery</td><td>5</td><td>1%</td></tr><tr><td>Acquisitive</td><td>55</td><td>8%</td></tr><tr><td>Drugs</td><td>10</td><td>1%</td></tr><tr><td>Motoring</td><td>6</td><td>1%</td></tr><tr><td>Other</td><td>5</td><td>1%</td></tr><tr><td><b>Total</b></td><td><b>136</b></td><td><b>20%</b></td></tr></table>	Violent	55	8%	Robbery	5	1%	Acquisitive	55	8%	Drugs	10	1%	Motoring	6	1%	Other	5	1%	<b>Total</b>	<b>136</b>	<b>20%</b>	<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 Featherstone. 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><b>TSP: Non-acquisitive offenders</b> in this OGRS band are offered assessment for and a place on <b>TSP</b>.</p> <p>Accredited Reading Scheme-Story Book Dads- in the first instance this is available to those prisoners who have an OGRS score of +50, but can be made available to lower risk groups, as long as it is not preventing a higher risk offender accessing the service.</p>	
Violent	55	8%																						
Robbery	5	1%																						
Acquisitive	55	8%																						
Drugs	10	1%																						
Motoring	6	1%																						
Other	5	1%																						
<b>Total</b>	<b>136</b>	<b>20%</b>																						

Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	<b>A total of 20 (3%) offenders fall into this group</b>			<b>Offenders in this risk band are very likely to reoffend but their offences are frequently acquisitive rather than violent. Men in this risk band tend to be convicted particularly of theft and shoplifting and as a result will be supported in the following ways:</b> <ul style="list-style-type: none"><li>• The most intensive case management activity, including one to one supervision time to recognise achievement, motivate, plan for positive change and consolidate learning from interventions.</li><li>• Proportionate risk management activity to address both risk of any reconviction and also, where it is assessed as 'high' or 'very high', risk of serious harm on release.</li><li>• Treatment (through substance misuse services) addressing drug dependency, particularly for acquisitive offenders whose offending is driven by drug misuse (often those whose conviction is for theft or shoplifting).</li><li>• Accredited Reading Scheme-Story Book Dads- in the first instance this is available to those prisoners who have an OGRS score of +50, but can be made available to lower risk groups, as long as it is not preventing a higher risk offender accessing the service.</li></ul>	
	Violent	1	0%		
	Acquisitive	5	1%		
	Other	1	0%		
	<b>Total</b>	<b>7</b>	<b>1%</b>		

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 (TSP)	50	45
RESOLVE	30	27
<b>Grand Total</b>	<b>80</b>	<b>72</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.	<p>1(a) Evidence of effective management strategies including the use of Every contact matters 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 Review progress by 30.3.2015. As part of this strategy...</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 will 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>	YES
	<p>1(b) Positive staff interaction will be promoted, developed and monitored by all managers. Review progress by 30.3.2015</p>	YES
	<p>1(c) Efforts are made to ensure offenders experience the environment as safe. Review progress by 30.3.2015</p> <ul style="list-style-type: none"> <li>• Implement new national policy and guidance in 14/15 in all West Midlands public sector prisons as an outcome of the review of the management of violence project.</li> <li>• Monitor trends /share learning, in collaboration with the private sector, via safer custody and other regional meetings.</li> </ul> <p>• Continue to develop system of prisoner reps that will be a wing contact point to gain information. Develop a one day training course for these prisoners to enable them to take a Socratic approach, with elements of problem</p>	YES

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	<p>solving, leadership skills, pro-social modelling and seeking out meaningful information. Review progress by 30.3.2015</p> <ul style="list-style-type: none"> <li>In co-ordination with the preparation for the next MQPL/SQL HMP Featherstone will continue to deliver regular offender focus groups, these will work on the recognition that we need to further develop our safe guarding measures. To do this we will: <ol style="list-style-type: none"> <li>1. Provide information to offenders on their arrival about what Featherstone is like to structure their expectations about the positive training and resettlement regime including work ethic and training of prisoners to our zero tolerance to bullying.</li> <li>2. Use prisoner focus groups to better inform the review of our Reception and Induction procedures</li> <li>3. Fully utilise induction peer mentors that will live support all new Inductions on their arrival to House 5.</li> <li>4. Increase the daily contact with staff in early days and directing these conversations to involve discussions about the environment and feeling safe and recording these on case notes.</li> <li>5. Use prisoner focus groups to identify different ways to combat bullying, debt reduction and safer custody.</li> <li>6. Publicise the consequences of bullying. This will be achieved by 30<sup>th</sup> September 2014.</li> </ol> </li> </ul>	
<p>2. Strengthen integration of service delivery between directly funded, co commissioned providers and wider partners.</p>	<p>2(a)Effective co-ordination and integration of services</p> <p>We will maximise investment of all partners and providers delivering services for offenders at HMP Featherstone and maximise outcomes for offenders by ensuring they experience a seamless and joined up service. By 30<sup>TH</sup> September 2014 we will review who we work with and how we work with them and ensure that all contracts and service level agreements demonstrate how each service fits within the overall strategic context of the establishment. This review will include all statutory and non statutory, existing and new partners and providers (including by anticipating any changes as a result of Through the Gate). We will develop a plan which describes how, within the period of this SLA, we will deliver:</p> <ul style="list-style-type: none"> <li>A clear shared strategic vision for how services align to maximise outcomes and create an integrated, seamless offender management service (including a shared understanding of outcomes and priorities)</li> <li>A clear agreed plan of how services sequence and compliment each other, providing continuity of services to offenders both within and across prisons (facilitating the needs of all providers and contractual partners to allow them to effectively deliver)</li> <li>Leadership which actively enables and integrates services, where partnership working arrangements improve performance and aid resolution of issues</li> <li>An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others</li> </ul>	<p>YES</p>

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	<ul style="list-style-type: none"> <li>• An agreement on how to safely use and share data and information</li> </ul> <p>2(b) Facilitate the ongoing operation of mandating day one entry of prison leavers onto the DWP Work Programme and any future changes through the introduction of Universal Credit</p> <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>2(c) 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>2(d) 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</p> <ul style="list-style-type: none"> <li>• DDC/Governors/ 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</li> </ul>	<p>YES</p> <p>YES</p> <p>YES</p>
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	<p>the prison gate.</p> <ul style="list-style-type: none"> <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>2(e) Work with Local Authorities to promote inclusion of ,and maximise benefits to ,offenders `families</p> <ul style="list-style-type: none"> <li>• Share learning from the family engagement partnership pilot work to build family resilience at Stafford prison</li> <li>• All prisons to establish contact with a LA Co-ordinator to share data / good practice and develop effective interventions</li> </ul> <p>Review progress by 30.3.2015</p> <p>2(g) Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. 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. DDC's 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>2 (h) Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment—local response-see 6 d</p>	<p>YES</p> <p>YES</p>
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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> <ul style="list-style-type: none"> <li>• By the 1 May 2014 we will research, design and begin the delivery of our 'Every Contact Matters' strategy for HMP Featherstone. This engagement philosophy will require a whole prison approach, with a common cultural norm at the heart of our delivery, but a bespoke training delivery driving the changes in behaviour required.</li> <li>• HMP Featherstone will carry out a project to assess the viability of implementing a staff training package regarding desistance. A training package is currently available and working well at another establishment working with Adult offenders. The delivery of this programme will reinforce the awareness regarding the importance of 'every contact matters' throughout the establishment. Review by 30.3.2015</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>	YES
4. Ensure delivery is matched to population, purpose and NOMS outcomes.	<p>4(a) 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 by 30.3.2015</p> <p>4(b) Ensure the use of custodial capacity delivers the most cost-effective configuration of places and meets the MOJ's strategic requirements and the needs of co commissioning and delivery partners whilst reducing cost.</p> <ul style="list-style-type: none"> <li>• We will implement the regional outcomes of the Reconfiguration Project</li> </ul>	YES

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	Review by 30.3.2015	
5. Ensure that delivery of services is responsive to individual needs and characteristics to maximize outcomes	<p>5(a) and 5(b) All prisons 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 sentence to sequence and adapt service to individual need.</p> <p>Review progress by 30.3.2015</p>	YES
6. Deliver priority national and specialist services	<p>6(b) With the exception of Hewell, where there is existing capacity to deliver victim-offender conferences, (Restorative Justice) ,all prisons 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 prisons 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>	<p>YES</p> <p>YES</p>

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

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

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

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

**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>	No
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.	N/A
Visits - Conduct Visits	There are facilities for children to participate in supervised play whilst visiting a prisoner	No
Visits - Services for Visitors	Visitors are able to purchase snacks and hot/cold drinks prior to the visits period.	Yes
Visits - Services for Visitors	Visitors are able to purchase a meal and hot/cold drinks prior to the visits period.	No
Visits - Services for Visitors	Private meetings can be facilitated between visitors and Partner Agencies.	Yes
Visits - Services for Visitors	There are facilities for children to play whilst waiting to visit a prisoner.	Yes
Visits - Services for Visitors	Visitors receive information through a variety of media regarding relevant support services.	Yes
Visits - Services for Visitors	A Family Support Worker is available to support families.	No
Faith and Pastoral Care	Prisoners have access to a Resettlement Chaplaincy Scheme.	No
Mandatory Drug Testing	Prisoners found guilty of misuse of Class B and/or Class C drugs or who frequently refuse to comply with MDT testing may be subject to a Frequent Testing Programme.	Yes
Mandatory Drug Testing	Prisoners may be subject to Reception testing.	No
Prisoner Employment, Training & Skills	Prisoners have the opportunity to gain industry recognised and accredited qualifications through employment, training and skills according to risk and need.	Yes
Prisoner Employment, Training & Skills	Qualifications gained are aligned with market needs and within the Qualifications and Credit Framework	Yes
Deliver Accredited Programmes	Competent staff are contributed to the national training provision as agreed by the commissioner. <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 )	30 minutes per day 3.5 hours per week	
Physical Education	Minimum number of PE Hours [per week] (row 1 of the specification) (as calculated using the SBC published spreadsheet product)	3 hours weekly	

**8. Activity Places (Work and Prison Services)****Table 8a: Agreed Activity Allocation places 6d)****Table 8a: CU095a (Hours Worked in Industry) activity places allocation**

The content of this table 8a removes the need for an establishment to complete a separate Annual Capacity Forecast (ACF) by documenting the workshop activity details and predicted outputs.

INDUSTRIES (ONE3ONE)										
INDUSTRY SERVICE CODE	WORKSHOP NAME	Maximum number of prisoner places per activity (planned per week total for 2014-15)	TOTAL STAFF NUMBERS	CORE HOURS PER WEEK	Annual Internal Soft Charged Sales Predictions	Annual Internal Hard Charged Sales Predictions	Annual External Sales Predictions	Annual Internal Soft Charged Materials Predictions	Annual Internal Hard Charged Materials Predictions	Annual External Materials Predictions
Industries - Cleaning BICS	Industrial Cleaning	8	1	30.30	£0	£0	£0	£0	£0	£0
Industries - Enterprise/Contracts Services	Contract Services	15	2	30.30	£0	£0	£22,538	£0	£0	£0
Industries - Engineering	Engineering	110	11	30.30	£120,000	£250,000	£150,000	£84,000	£250,000	£0
Industries - Land Based Activities	Gardens	10	1	30.30	£0	£0	£0	£0	£0	£0
Industries - Newgate Furniture	Newgate	15	1	30.30	£0	£548,000	£0	£0	£438,400	£0
Industries - Printing	Print Shop	20	2	30.30	£0	£150,000	£0	£0	£120,000	£0
Industries - Textiles	Textiles Cutting	60	5	30.30	£0	£282,000	£0	£0	£267,900	£0
<b>Total</b>		238	23	30.30						

**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	Catering Services	30	30.30
Orderly Cleaners	Support & Cleaning	33	30.30
Recycling Activity	Recycling	16	30.30
Weekend Activity		0	30.30
Works Department	Estates Maintenance	12	30.30
Wing Cleaning	Residential Cleaning	63	30.30
Clothing Exchange Store	Kit Supply	10	30.30
Stores	Stores	14	30.30
REAT & Violence Reduction Reps	Prisoner Support	6	30.30
Insiders & Health Trainers	Prisoner Support	10	30.30
In Cell Work	Activity for prisoners unable to attend work	8	30.30
Induction	Prisoner Support	10	30.30
<b>Sub total</b>		<b>212</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>Activity Service Code</b>
Basic Key Skills up to level 2			Basic Key Skills up to level 2
Core Education Classes			Core Education Classes
Education Induction Assessment			Education Induction Assessment
Education leading to accreditation	OLASS & Non OLASS Provision	196	Education leading to accreditation
PE Leading to QCA Qualifications			PE Leading to QCA Qualifications
Skills training leading to Accreditation			Skills training leading to Accreditation
ROTL			ROTL
Prison Induction Courses/Interviews			Prison Induction Courses/Interviews
Other			Other
<b>Sub total</b>		196	<b>Sub total</b>
<b>Table 8 Total</b>		<b>646</b>	<b>Table 8 Total</b>

### Section 3: Regime Outline

The master record of the establishment's regime is on the NOMS Performance Hub and is subject to appropriate governance and change control. This table will document a "snapshot" of the agreed regime set following negotiations between HMPS and the Commissioner and effective at the commencement date of the SLA.

Guidance and Technical Notes relating to the Commissioned Regime Return will be available on the NOMS Performance Hub.

#### Out of cell session time summary by day

Day	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
Mon	10h 57m	2h 34m	2h 19m	2h 24m	1h 09m	19h 25m
Tue	10h 57m	2h 34m	2h 19m	2h 24m	1h 09m	19h 25m
Wed	10h 57m	2h 34m	2h 19m	2h 24m	1h 09m	19h 25m
Thu	10h 57m	2h 34m	2h 19m	2h 24m	1h 09m	19h 25m
Fri	8h 55m	0h 46m	4h 16m	2h 37m	1h 08m	17h 44m
Sat	0h 00m	0h 13m	7h 08m	0h 57m	0h 00m	8h 18m
Sun	0h 00m	0h 13m	7h 08m	0h 57m	0h 00m	8h 18m

#### 5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	10h 33m	2h 12m	2h 42m	2h 27m	1h 09m	19h 05m

#### 7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	7h 32m	1h 38m	3h 58m	2h 01m	0h 49m	16h 00m

## Section 4: SLA Delivery Requirements and Levels at Commencement Date

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

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

### Secure and Decent Custody

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU001	Discharge to Court	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	100.00 %
CU003	Absconds	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CU006	CAT A Escapes	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
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)	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %
CU031	Control & Restraint (C&R) Training	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %
CU060	Tornado Commitment																		17.00
CU074	MQPL BME Score	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50
CU056a	Security Audit - Audit & Corporate Assurance (A&CA)	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.56
CU057a	Self Harm Audit	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.40

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	(A&CA)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU067	HMIP Resettlement	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	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.92
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU078	HMIP Purposeful Activity	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.58
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU076	MQPL Safety	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.84
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU079	MQPL Decency	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.81
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU088	Violence Management																		

## Offender Management

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

## Interventions

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

CU019	Sex Treatment (SOTP)	Offender Programme Completions																	942
CU021	Offending Programme Completions	Behaviour (OBP)																	
														72.00	72.00				6,456.00

Regimes		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU013	Settled Accommodation on Discharge	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	
CU014	Training / Education on Discharge	15.00 %	15.00 %	15.00 %	15.00 %	15.00 %	15.00 %	15.00 %	15.00 %	15.00 %	15.00 %	15.00 %	15.00 %	15.00 %	15.00 %	15.00 %	15.00 %	15.00 %	
CU015	Employment on Discharge	21.00 %	21.00 %	21.00 %	21.00 %	21.00 %	21.00 %	21.00 %	21.00 %	21.00 %	21.00 %	21.00 %	21.00 %	21.00 %	21.00 %	21.00 %	21.00 %	21.00 %	
CU095a	Hours Worked In Industry																		

General		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CR003	Staff Sickness Absence																		
CU036	Correspondence Response Times	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	94.44 %
CU063	Water Consumption																		
CU094	Energy (CO2e) Efficiency																		
CU081	Prison Cost Analysis (PCA)	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3