

NOMS National Offender Management Service

Working together to reduce re-offending

ROM West Midlands

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Ministry of
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Regional Offender Manager Annual Report 2007-08

WEST MIDLANDS

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Introduction

This is the last report of its kind by the Regional Offender Manager, following the announcement by the Secretary of State, in response to Lord Carter's report on the development of the National Offender Management Service that Regional Offender Manager's teams and Her Majesty's Prison Service Area Manager's teams should be merged during the next 1 – 2 years. However it is a precursor to future reports by the Director of Offender Management for the West Midlands.

The West Midlands region remains a region of considerable achievement and potential. As regards prisons it is important to recognise the significant improvements at HMP Featherstone, Stafford, Hewell Grange and Brockhill. It is also important to acknowledge the very positive prisoner satisfaction report at HMP Shrewsbury and the improvement in re-settlement and approaches to reducing re-offending evident at HMP Stoke Heath, including much needed improvements in regime places utilising the OLASS learning and training budget. HMP Swinfen Hall remains a national centre of excellence for young offenders and has the most developed delivery structure on offender pathways in the region. This legacy has influenced current development at Brinsford where young offenders and their families now participate in Sentence Planning Boards.

As regards HMP Hewell this has now been confirmed, and is regarded as a very influential cluster development across three prisons. I very much support this initiative, with its obvious potential to look at better "through the gate" planning for prisoners. I look forward to improvements in provision for short term prisoners, recognising the genuine problems of population management as the prison estate is working at full capacity. It is very important to acknowledge that the Area Manager and her Governors have operated under significant pressure from the rising prison population which is now at an all time high at over 83,000. Despite this HMPS staff in the West Midlands have responded to this challenge and have met the large majority of their national and regional targets as agreed with myself as Regional Offender Manager.

As regards Probation across the Region, I believe improved performance in the West Midlands Probation Area is a very significant achievement and I welcome the personal contribution of staff, senior managers and Board members in facing their challenges, after changes in leadership. West Mercia has shown its all round strengths in improving performance and keeping its strong local identity both in terms of partnerships and the delivery of community penalties which give concrete returns to local communities. Trust status will allow West Mercia Probation Trust the opportunity to further define their delivery arrangements and I have no doubt that they will "in a learning year" give very valuable feedback on their progress to other services in the region and nationally. Staffordshire has also improved its performance and has a strong track record of achieving excellence in its management arrangements. Its Board is supportive of its applications for Probation Trust which is underpinned by very good partnership arrangements, including very visible results as regards regulatory themes to do with offenders and re-offending in Local Area Agreements. Finally, Warwickshire has addressed financial challenges, has recognised the limitations of its size by seeking to develop shared services with other areas and has improved its performance and works very closely with local partners in delivery services to reduce levels of re-offending. Overall the region is still rated as "passable" rather than "good" which reflects the improvement in performance in other areas across England and Wales. Consequently there is still potential to progress to a good or excellent status in 2008/09.

Dr Steve Goode CBE
Regional Offender Manager

Probation Performance

The second round of Service Level Agreements (SLA) for the provision of Offender Management and Interventions services were agreed with the four areas in the region and became active on April 1st 2007.

The commentary below refers to a suite of Service Delivery Targets (SDT), the content of which is set nationally, with some flexibility allowed for regional level setting. In addition to the nationally set targets, each probation area was required to work to a set of objectives relating to particular areas of initiative, developmental work or areas for improvement, collectively known as the Service Progress Plan (SPP). Achievements against these broader objectives are also reported below.

We have taken the opportunity in this report to showcase a range of examples of innovative work across all probation areas which has taken place over the course of 2007/08.

Headlines for the region

Across the four areas in West Midlands region, there are a range of common themes that have become apparent over the year:

- A widespread increase in the use of Unpaid Work as a sentencing option
- Greater demand for specific programmes for domestic violence and sex offenders
- Consistently high performance against victim contact targets
- Consistently high performance against OASys targets for high risk and prolific offenders
- Areas have experienced difficulties achieving the joint Local Criminal Justice Board (LCJB) target relating to breach resolution and timeliness. It is of note that West Mercia area narrowly missed this target. All areas have been involved in extensive discussions with their LCJB's to improve performance in this area, showing some improvements towards the end of the reporting year.
- All areas have performed less well against OASys targets for Tier 1, 2 and 3 i.e. lower/medium risk offenders
- Sickness levels in all areas remain below target i.e. all show more than the average nine day target
- All areas have achieved the target for the production of court reports within agreed timescales

Staffordshire Probation Area

The area has met or exceeded all targets against the SLA for Interventions. Of particular note are:

- Offenders starting a Drug Rehabilitation Requirement (DRR) – target exceeded by 19%
- Offenders completing Sex Offender Treatment Programmes (SOTP) – target exceeded by 21%
- Offenders completing Unpaid Work requirements – target exceeded by 19%
- Offenders under supervision who sustain employment for four weeks – target exceeded by 10%
- Offenders completing accredited programmes for Domestic Violence – this was a challenging target set for the year, and of particular note as it was agreed as part of the Local Area Agreement (LAA). The area achieved 100% of target.

The high levels of achievement against some targets, particularly Unpaid Work is reflective of court demand in the area, and the probation area has been required to meet the challenges arising from this demand on their resource. This has had an impact on the "stand down" target, which has not been met this year, as the numbers of offenders for whom Unpaid Work has not been available on their day of reporting has increased.

Against the Offender Management SLA targets there is a mixed picture. In areas relating to the management of high risk and prolific offenders targets have been exceeded, and the area has maintained the high standard in managing high risk and ensuring prompt enforcement of community orders. Similarly the area has maintained high performance relating to the timely contacting of victims of serious violent or sexual crime where the offender has received a custodial sentence of 12 months or more, and ends the year achieving 92% against a target of 85%

The area has encountered problems in meeting the target held jointly with the LCJB, to achieve an average of 35 working days between the failure to comply and resolution of the case, and to resolve 60% of breaches of community penalties within 25 days of the relevant unacceptable failure. Performance at year end is 43 days and 47% respectively. This performance is consistent with that across the region, and indeed is similar to the national picture.

Staffordshire Probation Area was the first probation area to achieve the Investors in Excellence award in 2007. This is a prestigious award given for excellent all round performance, particularly in the areas of leadership, processes, people and customer results. The achievement of this award recognises Staffordshire as a probation area which delivers a high quality service which meets the needs of its customers.

Staffordshire have also gained an International Safety Award in 2007 in recognition of their commitment to improving corporate health and safety.

In February 2008 Cliff Thompson, Work Skills Programme Manager was awarded the Butler Trust Keith Bromley Award for Education and Skills Training.¹ The Butler Trust is an independent charity which promotes excellence and innovation by staff working with offenders in the UK. This award recognised the visionary work of Mr Thompson in creating the Workskills Programmes which has been used to provide a range of practical work based skills qualifications for offenders in, for example, horticulture, decorating and health and safety, thus enhancing employment prospects.

Warwickshire Probation Area

Against the SLA for Interventions, Warwickshire area have met or exceeded targets with only one exception, that is, Drug Rehabilitation Requirements where 92% of the target was reached. Of particular note are:

- Offenders completing Domestic Violence accredited programmes - target exceeded by 75%
- Offenders sustaining employment for 4 weeks – target exceeded by 24%
- Offenders completing Unpaid Work orders – target exceeded by 24%
- Offenders referred to LSC for Basic Skills – target exceeded by 24%

Once again, Unpaid Work has proven to be at high demand levels in Warwickshire, and remains a popular option for the courts. Warwickshire have maintained excellent

¹ <http://www.staffordshireprobation.org.uk/news/000720.html>

standards in ensuring the availability of Unpaid Work, such that with a performance level of 0.7% they have achieved the lowest rate of stand downs across the region.

Against the SLA for Offender Management, targets relating to high risk and prolific offenders were met, and of particular note is the target relating to victim contact which showed a 95% performance against the 85% target, and enforcement the highest in the region at 98%.

With performance levels at 46 days and 53% for the breach resolution targets (as described above), the area are at similar levels of performance to others across the country.

Examples of the work undertaken Warwickshire include the Victims Partnership, an innovation where victim liaison staff and the women's safety officer work alongside other agency victim staff; and developing innovative ways of developing offender employability skills through the use of arts. The area has gained approval for a second Justice Centre to be based in Leamington Spa, where all justice agencies including the police, courts and probation staff are co-located enabling strong working relationships and intelligence sharing.

West Mercia Probation Trust

Against the SLA for Interventions the area has achieved or exceeded target in the majority, missing the Drug Rehabilitation Requirement by 9% and the completion of general accredited programmes by 11%. The latter result does, however, need to be set alongside over achievement in Domestic Violence and Sex Offender Programmes, 116% and 120% against target achieved. Improved profiling of need and demand has led to a revision of target setting for 08/09.

With regard to those targets achieved, of particular note are:

- Offenders referred to the LSC for Basic Skills – exceeded by 15%
- Offenders completing Unpaid Work orders – exceeded by 16%
- Offender days lost due to stand downs – at levels down to 1.6% this is a significant improvement on levels during the previous year, and reflects the attention given to improving performance against this target
- Offenders completing Domestic Violence accredited programmes – exceeded by 20%
- Offenders completing Sex Offender Treatment programmes – exceeded by 16%

Against the Offender Management SLA the area achieved a high performance of 98% against a 90% level for high risk and prolific offender targets. Enforcement practices were maintained at high levels, reaching 92% against the 90% target, and contact with victims at a high level of 94% against the 85% target.

“Planet Payback” has been a particularly successful initiative in West Mercia, formed as part of the Community Payback pathfinder project. Launched in June 2007 this initiative seeks to develop environmentally friendly projects such as recycling and reforestation, engaging with organisations and local authorities to identify suitable community payback projects where offenders can undertake unpaid work as part of their community order. Current projects include clearing churchyards and unused allotments, and bringing derelict buildings and areas back into public use.

A joint regional initiative between the West Mercia probation area and Telford & Wrekin Borough Council's Sports Development Unit has sought to improve mental

and physical health via a new sporting activities scheme. The scheme promotes a healthy and sustainable lifestyle through basic fitness, skills development and re-integration into the community. The scheme is aimed at offenders with a history of drug misuse. Offenders have the opportunity to work towards a first aid certificate, and possibly move on to professional coaching. The scheme provides offenders with the chance to become more inclusive members of their society.

Land based Prolific and Priority Offender initiatives – a partnership between the probation area and West Mercia constabulary. Such project work with offenders whose offending is linked to drug and alcohol misuse, offering a therapeutic intervention which combines engagement with the natural environment and meaningful activity. One such scheme is the Herefordshire Prolific and Priority Offender (PPO) status scheme, reviewed in January 2008 involving police and probation. The review commented that since inception of the scheme, the West Mercia constabulary had reported a 15% reduction in all crime, 55% reduction in burglary dwelling and 33% reduction in vehicle crime, noting that the decreased offending behaviour by some of the offenders on the scheme is likely to have contributed to these positive results. Statistics like these show the potential of care farming projects.

West Midlands Probation Area

Against the SLA for Interventions the West Midlands area has exceeded all targets. Of particular note are:

- Offenders completing Domestic Violence accredited programmes – exceeded by 120%
- Offenders completing Unpaid Work requirements – exceeded by 26%
- Offenders starting a Drug Rehabilitation Requirement – exceeded by 17%
- Offenders completing general Offending Behaviour accredited programmes – exceeded by 8%
- Offenders under supervision who sustain employment for 4 weeks – exceeded by 28%

With regard to the SLA for Offender Management, high standards relating to high risk and prolific offenders have been maintained. There has been a dip in performance against the enforcement target, with initiation of breach proceedings falling to 88% against a target of 90% which was exceeded in the previous year. Profiling of this target does, however, demonstrate month by month improvement over the latter half of the year. Levels of offenders who comply with orders has improved and performance against the compliance targets have been exceeded. The area has continued to maintain a high standard against the victim contact target, showing levels of 97%.

The Birmingham Reducing Gang Violence project was part of the strategic response to an increase in gang related violence, particularly in North West Birmingham, with a Pan Birmingham Multi Agency network set up as an approach to reducing levels of gang violence and its effects on local communities. High risk offenders are identified through a mix of police intelligence, self referral, and community and probation referral. Many of these offenders are young and leading chaotic lives. The focus of work is to divert them from more serious and gang related criminality. Offenders are subject to intensive interventions, with close collaboration between police, probation and prisons to ensure information is shared and enforcement is rigorous.

The Birmingham Unpaid Work / Anawim Partnership project provides an environment for medium to high risk women offenders who are unable to work in mixed groups. The Anawim organisation specialises in working with women and is able to assist women with issues such as employment and training, parenting, financial management and counselling. This project is at its early stages but benefits are already being seen and there are efforts to expand the number of projects.

Walsall Housing Group project is a partnership between Walsall Housing, local community safety groups and probation. The project has developed varied work across seven areas in Walsall, reaching out to different ethnic minority groups. Work projects have included the face lift of a run down estate, and the renovation of the inside of several blocks of flats, including special fire resistant preparation. Offenders are able to gain qualifications in employment related skills, which will contribute towards filling gaps in skills required for the planned regeneration worth approximately £25 million.

Sandwell Mental Health Trust and Mental Impairment Disability Team is an initiative driven by committed practitioners, where a local Community Psychiatric Forensic team have provided a surgery at local probation offices, increasing awareness of mental health issues and providing improved assessment and interventions services for offenders. This model provides value for both users and providers and in 2007 was awarded the Sainsbury Award for Mental Health.

The area has developed a series of practical workbooks for use by offender managers on a range of subjects, the first three produced being Victims, Domestic Abuse and Alcohol, with other subjects planned. These offer information relating to theory and practical examples for offending behaviour work, signposting to appropriate services, and are designed to keep staff up to date on relevant policy and practice guidance in key areas of work.

The Skills for Life and Think First pilot project in Birmingham was designed to meet the needs of those offenders required to undertake the Think First accredited Offending Behaviour Programme who require additional resource to understand the detailed content. Skills for Life tutors work alongside programme tutors, supporting the offenders learning and understanding of concepts covered in the programme. This approach aims to improve the impact of the programme whilst also motivating the individual towards future educational opportunities.

Service Progress Plans

In addition to the service delivery targets, probation areas were required to work on a range of targets identified as a regional priority for development or improvement.

- Improve commencement and compliance levels for Drug Rehabilitation Requirements – across the region this target was missed in 2006/07, and it was thus identified as an area for improvement. Areas have been successful in improving commencement levels and ensuring that offenders remain engaged, resulting in considerably improved performance against the 2007/08 completion target.
- Co-ordination of Offending Behaviour Programmes across prison and probation services – areas have demonstrated a collaborative approach which seeks to improve the seamless delivery of programmes in and out of custody. Through the regional Pathway group offender workbooks are being developed, Cognitive Self Change programme training has been delivered in the West Midlands area, Think First and Cognitive Skills Booster programmes have been delivered for offenders on day release from HMP Hewell Grange

- Engage with service providers to tackle alcohol related offending - the probation areas have sought to engage with Primary Care Trusts in order to commission services for alcohol misuse. They have fully engaged with the regional Alcohol Demonstrator Project
- Contribute towards a regional review of Approved Premises – this target has run alongside the national review. Each area has taken responsibility for the development of a particular area of Approved premises regime, in order to promote a more regional approach to the delivery of this service
- Contribute to the national priority to reduce the remand prison population – see Bail Accommodation and Support Scheme (BASS) section
- Ensure full implementation of phase 1 and 2 of Offender Management – see Offender Management section
- Ensure full engagement and representation regarding Local Area Agreements. All areas have been represented locally and have actively sought to ensure that offending related issues have been incorporated into final priority indicator setting

IPPF

In the year April 2007 to March 2008 the performance of probation areas was measured by the Integrated Probation Performance Framework (IPPF). Of the ten regions across England and Wales, overall performance as per IPPF Q4 is as follows:

Rating	Number regions
Outstanding	2
Good	6
Passable	1
Poor	1

West Midlands Region (consisting of Staffordshire, Warwickshire, West Mercia and West Midlands areas) is rated as having an overall score of Passable. This arises from being rated as Good in Public Protection and Operational Capability, and Passable in Offender Management and Interventions. The ratings for each area in West Midlands region are given in the relevant sections below.

Area	Public Protection	Offender Management	Interventions	Operational Capability, Resource Use & Strategy	OVERALL SCORE
Staffordshire	Good	Passable	Passable	Good	PASSABLE
Warwickshire	Good	Passable	Passable	Good	PASSABLE
West Mercia	Good	Good	Passable	Good	GOOD
West Midlands	Passable	Passable	Passable	Good	PASSABLE

Headlines for the region

- Three out of four of the areas are rated 'Good' for Public Protection, with particularly high performance regarding OASys assessments for high tier cases and victim contacts
- Three of the four areas show as 'Passable' for Offender Management, with positive performance regarding court report timeliness and referrals to the Learning Skills Council (LSC) / Basic Skills
- All areas show as 'Passable' for Interventions. As stated previously there is particularly strong performance regarding unpaid work and specialised accredited programmes
- Strong performance across the region in terms of Operational Capability, Resource Use and Strategy, with all areas ending the year rated as 'Good'. This reflects positive results for ethnic monitoring and budget variance in particular.

Audit Activity 07/08

All areas were subject to a Risk of Harm inspection during the year. A range of areas for improvement were identified, relating to standards of Risk of Harm assessment, coverage of victim issues, quality of Risk Management plans, and levels of senior management involvement. Areas are working with the regional Improvement Development Manager to address the issues arising from this exercise.

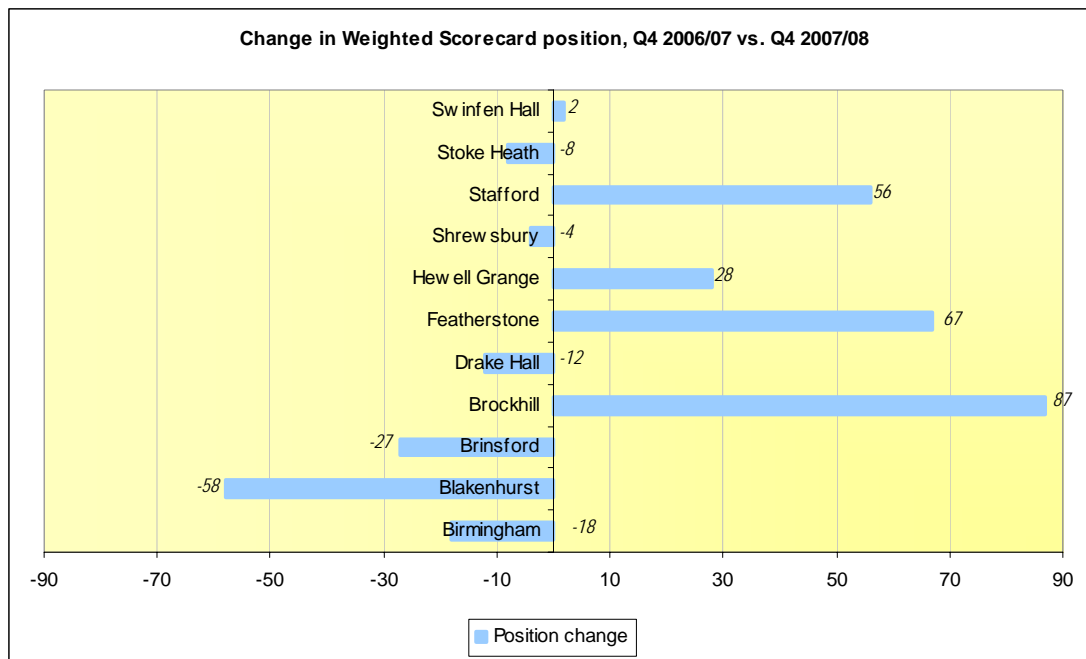
The ROM commissioned internal audits on Offender Management and Partnerships. All audits reported areas to be adequately or well controlled.

Custody Performance

Performance based on HMPS Weighted Scorecard has been relatively similar to 2007/08 for the West Midlands region. Excluding the Weighted Scorecard performances of Brockhill and Hewell Grange who have been newly grouped together in 2007/08, the net position change compared with end of year 2006/07 is a fall of two places. The net change including Brockhill and Hewell Grange is an improvement of 113 places. The following table summaries establishment position change between Q4 2006/07 and Q4 2007/08:

Establishment	Q4 2006 / 2007	Q4 2007 / 2008	Position change
Birmingham	93	111	-18
Blakenhurst	29	87	-58
Brinsford	25	52	-27
Drake Hall	97	109	-12
Featherstone	104	37	67
Shrewsbury	98	102	-4
Stafford	73	17	56
Stoke Heath	86	94	-8
Swinfen Hall	10	8	2
Net change (excl Brockhill / Hewell Grange)			-2
Brockhill	123	36	87
Hewell Grange	64	36	28
Net change (incl Brockhill / Hewell Grange)			113

These changes over 2006/07 Q4 Weighted Scorecard are compared in the following chart:



The biggest Weighted Card improvements over Q4 2006/07 were made by Brockhill (note change in reporting above), Stafford and Featherstone, whilst Blakenhurst and Brinsford show the most considerable drop in position. Dovegate is excluded from the above section as contracted prisons do not now feature on Weighted Scorecard. However, specific details regarding Dovegate do feature in the appropriate section below.

HMP Birmingham

Birmingham is a local category B adult male prison, serving courts in the West Midlands region. It has an operational capacity of 1,450 places.

The establishment is positioned at the end of the year at 111 on the HMPS Weighted Scorecard. This represents an 18 place drop in position over Q4 last year (placed 93). Scorecard position has varied throughout the year, with Q4 showing an improvement over both Q3 (122) and Q2 (131) Apart from time unlocked, which was narrowly missed, other SLA targets were met, with strong performance against mandatory drug testing, accredited programme completions and accommodation targets. However, an escape in August 2007 has had an adverse affect on performance during the reporting year.

Drug strategy work is being supported by the Integrated Drug Treatment System, (IDTS), which links drug detoxification and psycho-social support to transfer to category C or D, release from court or release into the community, to give appropriate continuity of drug treatment. Unfortunately, the permanent provider identified has withdrawn, leading to an extension of interim service arrangements.

Birmingham prison is working with the Families Do Matter project to improve the frequency and quality of prison visits, and develop parenting courses.

HMP Birmingham received an Her Majesty's Inspectorate of Prisons (HMIP) in February 2007.² The Inspectorate made the following comments:

- A third of prisoners had no activity and just over a quarter could gain accredited qualifications.
- The local resettlement policy was comprehensive and closely linked to the resettlement pathways. The structure of resettlement work was fragmented and relationships between the resettlement team, the offender management unit and the offender assessment system were unclear.
- The Offender Management Unit dealt well with a significant number of high risk cases, but there was virtually no custody planning for short term or low risk prisoners.

HMP Blakenhurst

Blakenhurst is a Category 'B' Local prison serving courts from West Midlands and West Mercia Probation areas. The establishment was opened in 1993 and was managed by the private sector until August 2001, when a 10 year Service Level Agreement was reached for the establishment to operate under public sector management. Blakenhurst has a certified normal accommodation of 827 with an operational capacity of 1070.

Overall, Blakenhurst is a well managed prison that has achieved most of its Key Performance Targets in this performance year. Having dropped to position 117 from 29 in the Quarter 1 HMPS Weighted Scorecard, Blakenhurst finished the year at 87.

The reducing re-offending measures show Blakenhurst has performed well in the associated targets. Significant achievements were made in accommodation and resettlement-employment. However, due to early data capture issues, Blakenhurst failed to achieve its target for resettlement - education and training.

² http://inspectorates.homeoffice.gov.uk/hmiprison/inspect_reports/hmp-yoi-inspections.html/547238/

To ensure better value for money, the establishment needs to improve its organisational effectiveness by ensuring prisoner attendance at regime activity places within the education, and industry departments achieves at least 80% occupancy.

Blakenhurst also failed to achieve target for mandatory drug testing, serious assaults, time out of cell and classroom attendance. In total, year on year performance improved in four areas but decreased in ten.

Despite in year initiatives to reduce population pressures (End of Custody Licence), the average population at Blakenhurst remained constant at 1060 prisoners. The number of self-harm incidents increased marginally whilst control and restraint incidents rose by 10 per cent.

The Regional Offender Manager and his team have worked closely with the Prison Service team that developed proposals for clustering Blakenhurst, Hewell Grange and Brockhill. This merger, to be known as HMP Hewell, provides potential for improving outcomes for offenders and will be implemented during 2008/09. The Commissioner's Monitor at the establishment will continue to assure that full compliance with the market test SLA and a high level of performance is achieved.

HMP Brinsford

Brinsford has an operational capacity of 489 places. The prison is a split site and accommodates male young people and young adults. During the year, there has been an increase in the proportion of young adults held at Brinsford. Plans for an additional 64 bedded unit for young adults are expected to be implemented in May 2008. This will include additional classrooms, workshops and vocational training provision, and will address previous concerns regarding the regime provision for young adults. There are concerns over slippage in the completion of ancillary work

The establishment Weighted Scorecard position dropped to 92 in Q1 from 25 in Q4 2006/07. The position has since improved each quarter since, seeing a rise from 69 to position 52 in the last six months and where it finished the year. The establishment has met all their SLA targets, for which they deserve credit. Strong performance is noted against mandatory drug testing (MDT), serious assaults, purposeful activity, accommodation and employment, education and training resettlement targets. Purposeful activity has improved by over an hour per week for each young person and young adult.

The Reducing Re-offending Action Plan has been identified as an area of best practice. All young people and young adults now participate in sentence planning boards. The resulting sentence plans set a wide range of targets, which are sequenced to maximise impact and assessment. The integrated management system enables every young person and young adult to have a weekly personal timetable.

Brinsford is working with the Families Do Matter project to increase the frequency and quality of family visits.

Brinsford received an HMIP inspection in February 2007.³ The Inspectorate made the following comments in relation to purposeful activity and resettlement:

- A considerable amount of work had gone into producing up to date policies on resettlement, offender management and reducing re-offending

³ http://inspectorates.homeoffice.gov.uk/hmiprison/inspect_reports/hmp-yoi-inspections.html/547829/

- There remained a need to introduce a system of custody planning for the majority
- There had been a significant improvement in the range of programmes available since the last inspection
- There was some good provision in education and vocational training for young adults, but insufficient capacity to provide a full and purposeful day for all

Of the 294 HMIP recommendations, 180 have been met in full, and the remaining 114 will be completed by July 2008. Brinsford is due to be inspected by Her Majesty's Inspectorate of Prisons in July 2008

HMP Brockhill

Brockhill is a small adult male training prison and re-rolled to a male Category 'C' prison in 2006. The prison has a certified normal accommodation and operational capacity of 170.

Brockhill finished 2006-07 placed 123 on Weighted Scorecard, due in part to due to its 2006 re-roll to Category C male prisoners. Weighted Scorecard this year classes Brockhill and Hewell Grange together, with a year finish of 36, improving from a low of 101 in Q1 2007.

Key Performance Target (KPT) performance in 2007/08 has been very strong, with the majority of targets being met and exceeded. Of significant note is the excellent performance in mandatory drug testing and serious assaults. The accommodation KPT was also significantly exceeded.

Brockhill received an HMIP inspection in December 2007.⁴ The Inspectorate made the following comments:

- We found the prison to be safe, respectful and properly focused on its resettlement function, although it lacked sufficient activity to be a truly effective training prison
- We consider Brockhill to be an impressively safe place, and this view was endorsed by both staff and prisoners
- Offender Management and Sentence Planning had progressed well

During the forthcoming performance year Brockhill will be merged with Blakenhurst and Hewell Grange to form a new prison, HMP Hewell. As a result a review and refinement of the resettlement role of Brockhill is required to improve the provision to prisoners suited to their needs.

HMP Drake Hall

Drake Hall is a semi-open prison for young and adult female offenders. The prison has an operational capacity of 315 prisoners, and holds a significant foreign national prisoner population. A positive culture has been maintained, despite the change from open prison to semi-open, with an influx of new staff, as evidenced by the most recent Measure of Quality of Prison Life (MQPL) prisoner survey.

The establishment is positioned at 109 at the end of the year Weighted Scorecard, broadly in line with its placing throughout the year (lying between 109 and 118), and a fall of twelve places over last years Q4 position (97). Apart from the living skills target, which was narrowly missed, all other SLA targets have been met, with strong

⁴ http://inspectorates.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/547864/

performance noted against mandatory drug testing, accommodation, and employment, education and training targets.

The needs of the population are being re-assessed to ensure that interventions are appropriate to the needs of women at Drake Hall, also taking account of the Corston Review recommendations. A wide range of vocational qualifications, strong community links, outworking schemes for offenders, a high volume of ROTL, and good employer engagement remain areas of strength for the prison. The prison received an Award for Excellence, which is a prestigious Business in the Community Award, achieved by agreeing arrangements with Compass Group at an MOD training camp to employ female offenders.⁵ An innovative health trainers' course has been developed, working in partnership with the PCT, leading to job opportunities on release for those women obtaining relevant qualifications.

Drake Hall received a HMIP Inspection in September 2007.⁶ The Inspectorate made the following comments:

- Relationships between staff and prisoners appeared mostly positive
- The learning and skills provision was generally effective with some good achievements, although better planning was needed
- The resettlement strategy did not clearly identify the needs of all groups of women at Drake Hall and explain how these would be met
- A resettlement needs analysis should be undertaken to inform service delivery

HMP Featherstone

Featherstone is a category C adult male training establishment, which now has an operational capacity of 687 following the opening of a new 64 bed healthy living unit in July 2007 and due to the increase in population, an additional eight spaces were added in March 2008. Refurbishment work has also been undertaken in wings and other areas to improve the living conditions and facilities for prisoners.

Featherstone is positioned at 37 at the end of the year on the HMPS Weighted Score Card, showing a 67 place improvement on the previous year (position 104 in Q4 2006/07) due to the hard work and commitment of staff, during a period of enormous transition. All SLA targets have been met apart from mandatory drug testing and serious assaults, with strong performance noted for accommodation, accredited programme completions, employment and time unlocked targets.

Featherstone holds a small number of Life sentence prisoners, and has recently started receiving some Indeterminate Public Protection (IPP) prisoners from local prisons in January, who are assessed as suitable to serve their sentence in a category C prison. IPP's need to make progress against their sentence plan targets before reaching their tariff date, and present challenges to staff in trying to ensure their needs and those of the existing population are met.

Featherstone prison continues to expand its vocational training places by introducing a bricklaying course, and is attempting to expand sustainable employer engagement links. There is now occupation for all offenders at Featherstone, linked to a new pay and occupation policy. Resettlement work is a strength, with improved induction, category D and Release on Temporary Licence (ROTL) procedures introduced. Enhanced family visits continue to expand, and a partnership with the Families Do

⁵ http://www.bitc.org.uk/resources/case_studies/afe_1435_ess.html

⁶ http://inspectorates.homeoffice.gov.uk/hmiprison/inspect_reports/hmp-yoi-inspections.html/549264/

Matter project has been established to develop innovative work between offenders and their families.

The IDTS was introduced in October 2007 resulting in improved joint working between health care and Counselling, Assessment, Referral, Advice and Throughcare Services (CARATS) workers. It is making a very useful and positive contribution to the drug strategy by increasing the treatment options and support available to offenders, with follow up support available on release. The arrangements at HMP Featherstone have been highlighted as good practice and are being shared across other IDTS sites

HMP Featherstone is due to be inspected by HMIP in October 2008.

HMP Hewell Grange

Hewell Grange is a Category 'D' adult male open prison. Generally the population consists of offenders serving less than four years or those nearing the end of long sentences. The prison accommodates up to 187 men.

At the end of 2006/07 Hewell Grange was shown as position 64 on Weighted Scorecard. Hewell Grange is now reported with Brockhill on Weighted Scorecard. This year's final placement of 36 is an improvement from a low of 101 in Q1.

Performance in 2007/08 has been varied. Of particular note is the excellent performance in the abscond rate against the target. This is managed effectively with particular attention to public protection. The number of offenders engaged in activities outside of the prison reflects the considerable amount of staff effort invested in this area of work.

Although Hewell Grange has missed its target for resettlement - employment, performance has still been strong. Indeed, Hewell Grange performed favourably against comparator prisons in this target. The resettlement - employment performance reflects the very good partnership arrangements linking to employment opportunities and is involved in unpaid work schemes and paid employment. It is worthy of mention that HMP Hewell Grange was successful at the prestigious International Green Apple Awards 2007, winning the Education and Training Category.⁷ The award was in recognition of the performance of the prison's waste management unit and the associated prisoner training initiatives. The prison recycles 64% of the waste generated on site and 38 prisoners successfully achieved accredited training standards.

The serious assault target was not achieved, although it is worth considering that there were only two serious assaults all year. This could be attributed to the changing mix of population arising from the need to increase occupancy in the open estate.

In the forthcoming performance year Hewell Grange will merge with Blakenhurst and Brockhill to form a new prison, HMP Hewell.

HMP Shrewsbury

Shrewsbury is a local prison accommodating 340 offenders, serving courts in Oswestry, Welshpool, Brecon, Stoke and Mercia area.

Shrewsbury ended the year at 102 on the Weighted Scorecard, a four place decline over last year (98). The establishment performed better toward the start of the year,

⁷ <http://www.hmprisonservice.gov.uk/news/index.asp?id=8218,22,6,22,0,0>

achieving a high of 45 in Q1. All SLA targets have been met apart from mandatory drug testing, and education and training, with strong performance noted for serious assault, accommodation and employment.

The new gym provides excellent facilities for prisoners at Shrewsbury. Work is in progress to improve showers and association areas on landings in response to the recent MQPL survey. The majority of comments about food and nearly two thirds of the comments on rehabilitation were positive.

Good drugs / alcohol detoxification and support facilities are in place, with close working relationships between health care and CARATS workers. This work will be further enhanced by funding provision to develop the IDTS

HMP Stafford

Stafford is a male category C training prison, with a specialist national sex offender treatment centre. The prison has an operational capacity of 680 prisoners. Approximately half the prisoners are sex offenders or vulnerable prisoners. Stafford recently started receiving some IPP prisoners from local prisons, who are suitable to serve their sentence in a Cat C prison, and no major areas of concern have been identified.

Overall, the prison has made a steady and sustained improvement in performance, with a final Weighted Scorecard place of 17 in the final quarter for which the prison deserves credit. This represents an improvement of some 56 places over last years Q4 position of 73. Apart from drug treatment starts, where the target was narrowly missed by one start, all SLA targets were met, with strong performance noted for mandatory drug testing, serious assault rate, accommodation, accredited programme completions and employment, training and education.

The IDTS was introduced to Stafford on an interim basis in November 2007 followed by the introduction of the full service in April 2008.

There is an exciting programme for the development of 60 extra accommodation places, with plans to start increasing accommodation gradually between October 2008 and February 2009, alongside funding to develop a new vocational training centre, with up to 100 activity spaces. The LSC and Stoke College have worked closely with the prison to provide offenders with appropriate skills. This should help attract construction employer engagement for offenders, by helping to address skills shortages in the labour market in the West Midlands. There will also be a significant enhancement to the gym facility.

Another major area of development has been to change an enhanced offender facility to accommodate offenders from the Stepping Stones unit, to help them prepare for open conditions with working out / ROTL opportunities.

HMPYOI Stoke Heath

Stoke Heath is a male young offender institution, with an operational capacity of 678 made up of places for 488 young adults and 202 young people. The places for Young People (aged 15 up to but not including 18) are commissioned from the Youth Justice Board. Available funding and resources differs greatly between the two groups.

Stoke Heath has remained stable in this years Weighted Scorecard, fluctuating by only a few positions (between a high of 88 and low of 94) to end the year at position 94. This is a fall of 8 places over Q4 2006/07. SLA targets for serious assault rate, education and training, purposeful activity and time out of cell have not been met. All

others were met or exceeded, with strong performance noted for mandatory drug testing, accommodation, employment and accredited programme completions.

Re-profiling has taken place to enhance regime provision, including association, access to showers and phones and evening education/library provision.

Lack of regime places for young adults has been a historical problem for Stoke Heath, but some of this is being addressed by additional regional OLASS funding, which includes learning and training provision for an additional 60 bed unit for young adults, which opened in January 2008.

Families Do Matter project has supported setting up a crèche in the facility area, and has assisted with 'Being Dad' course accreditation, which has been re-introduced by the chaplaincy team.⁸

Stoke Heath received an HMIP inspection in March 2007.⁹ The Inspectorate made the following comments:

- The profile of resettlement had increased substantially. The reducing re-offending committee had become more established and was beginning to develop the resettlement pathway model. There was also evidence of effective governance in ensuring progress and delivery
- Learning and skills opportunities had increased for young adults, but there remained insufficient activity and not enough accredited training
- There had been significant improvements to the personal officer scheme on the young adult side, but the quality of relationships remained mixed

Stoke Heath is due to be inspected by HMIP in October 2008

HMPYOI Swinfen Hall

Swinfen Hall is a young offender institution with an operational capacity of 624 young men, aged 18-25 serving sentences ranging from 3.5 years to life. The establishment has an excellent reputation, remaining forward thinking in its development, and has been awarded a High Performing Prison Award, and most recently Investors in People accreditation.

Swinfen Hall is West Midlands best positioned establishment with a Weighted Scorecard placement of 8. This is an improvement of two places over last years Q4 (position 10). Performance throughout the year at Swinfen Hall has remained consistently high, with only the MDT SLA target missed, but with strong performance noted for serious assault rate, accommodation, employment, education and training, and accredited programme completions.

Offender management and resettlement work are strengths, with creation of a dedicated area for offender management, fully recognising its value as core business. It is noteworthy that Swinfen Hall was able to use additional in year money for assessment and intervention work with IPP prisoners to speed up processes and increase intervention programme work for this important group.

The Road to Resettlement offender guide provides an example of best practice, which is also being used at similar establishments, utilising prison mentors to support the process. The new health trainers' scheme has been introduced, working in

⁸ http://www.familiesdomatter.co.uk/assets/userimages/newsletterspecialfinalaugust07_2.pdf

⁹ http://inspectorates.homeoffice.gov.uk/hmiprison/inspect_reports/hmp-yoi-inspections.html/551410/

partnership with the PCT. The scheme continues to work well, allowing peer group promotion of health services, with a further training course planned.

Plans are well developed for a virtual campus, giving offenders access to a wide range of resettlement services in a supported learning environment which will include access to Learn Direct, Open University, etc. which will then be rolled out to other establishments as part of the region's work on Next Steps Reducing Re-offending Through Skills and Employment as a Test Bed region.

Private Sector Prison Performance

HMP Dovegate

Dovegate is a contracted prison establishment operated by Serco and opened in 2001 under a 25 year Design Construct Manage and Finance (DCMF) contract. The prison is an adult male Category B establishment consisting of a 600 bed training prison and a 200 bed therapeutic community. It is currently contracted to an overcrowding commitment of 60 spaces.

Dovegate has performed very well against a demanding set of performance targets for the financial year 2007-2008. There have been some marked successes in individual measures, particularly in achieving targets for level of serious assaults and purposeful activity. As a result, the establishment's overall performance rating was uplifted from Level 2 to Level 3 – thus the prison is assessed by the authority as “meeting the majority of targets, experiencing no significant problems in doing so, and delivering a reasonable and decent regime”.

A significant part of this year's work has been in developing and implementing a Performance Improvement Plan to address the issues raised in the HMIP report of 2006. The Director has robustly managed this process and expects to see a more positive report when the HMIP visits again in 2008.

Some areas of concern in the HMIP report still present a challenge, for example the performance and long-term strategic role of the Therapeutic Community, both at national and local level. Efforts continue to reduce the numbers of prisoners being held on the unit who are no longer engaged in therapy.

The availability of drugs within the establishment, as illustrated by a Mandatory Drug Test score 13.31% (against a target of 11%), remains a concern. Dovegate have been commended for their groundbreaking work in taking steps to reduce supply and demand, not least by the Head of Professional standards (Prison Service) for the innovative staff car searches, staff V.D.T and the inward searching strategy which outstrips expectations of both the National Security Framework and Local Security Strategy. In common with many prisons, Dovegate is faced by a pressing problem with the use of illicit substances. This remains an area in which there is still room for improvement.

Work is currently underway to build additional prison accommodation and activity facilities to increase the population by 260. Work has begun on this expansion, with the additional accommodation due to open in the autumn of 2009.

Dovegate Therapeutic Community is due to be inspected by Her Majesty's Inspectorate of Prisons in June 2008, and Dovegate Cat B is due to be inspected by Her Majesty's Inspectorate of Prisons in September 2008

The financial information for Dovegate prison can be found in Appendix A

Regional Service Progress Plan

The Regional Service Progress Plan has been addressed and reviewed at each quarterly SLA meeting between the Area Manager and the Regional Offender Manager.

Area reports were received covering work with health partners, public protection governance arrangements, progress against implementation of the requirements of the NOMS housing framework, and progress towards coordination of the delivery of accredited offending behaviour programmes across HMPS and NPS, and prioritisation of high risk cases.

All prisons have a local reducing re-offending action plan, which will be updated following the publication of the revised regional reducing re-offending action plan. Pathway leads are in place in all prisons to cover the seven pathways to reducing re-offending, and this work is now firmly embedded as core business in all prisons.

Partnership Achievements

Regional Reducing Re-offending Action Plan (RRRAP)

The RRAP for the West Midlands region brings together a wide range of partners, who work as a collective to tackle some of the issues relating to re-offending and expand the range of services directly available to offenders and increase their access to mainstream services.

The partnership arrangements across the region are considered to be a strength, which is demonstrated via the Commissioning and publication of a report, "Community Primary Care Access for Offenders in the West Midlands Region". The report is a collaboration between the Care Services Improvement Partnership, the National Treatment Agency and the ROM and will shortly be available on the NOMS website.

The National Consultation Events for the cross-Government Strategic Plan for Reducing Re-offending 2008-11: Working in partnership to reduce re-offending and make communities safer¹⁰ and the Believing We Can and NOMS Third Sector Action Plan Consultation Papers¹¹ were supported by events within the West Midlands Region. The ROM hosted a consultation event for a range of partners in the Region, which was well attended and provided the opportunity for structured feedback into the main consultation exercise. Speakers included both the GOWM Regional Director and the Deputy Director for Community Safety and also West Midlands Police. The event concluded with an input from two offenders, reminding all involved of the need to ensure that service users are involved in service planning wherever possible. West Midlands Faith Forum hosted a Consultation event, sponsored by the ROM, for its members.

Accommodation

Activity in relation to the accommodation pathway has been undertaken through the NOMS Cross Authority Group and attendance at the Regional Homelessness Strategy Implementation Group.

The Cross Authority Group, which includes Prisons, Probation, Local Authorities has produced a "Guide to Finding Accommodation in the West Midlands Region".¹² The guide has been produced as a practical tool for offenders to use in relation to accommodation issues and contains information, templates for standard letters together with a range of local information broken down to local authority level.

Education, Training and Employment

Following the publication of the "Reducing Re-offending Through Skills and Employment: Next Steps" paper,¹³ the West Midlands, together with the East of England, was identified as one of two Test Red regions, selected to develop and trial activity relating to improving offenders skills and employability, which in turn can reduce re-offending.

¹⁰ http://noms.justice.gov.uk/news-publications-events/publications/consultations/RRSP_2008-2011/?view=Standard&pubID=510183

¹¹ http://noms.justice.gov.uk/news-publications-events/publications/consultations/BWC_third_sector_08/?view=Standard&pubID=510239

¹² <http://noms.justice.gov.uk/news-publications-events/publications/guidance/WM-finding-accomodation-guide?view=Standard&pubID=526706>

¹³ <http://noms.justice.gov.uk/news-publications-events/publications/strategy/DfES-Reducing-Re-Offending>

The West Midlands Test Bed has focused on the following key areas, in line with the priorities in the next steps document:

Employer Engagement

This work strand is led by Job Centre Plus who have co-ordinated the signature and launch of the Regional Employer Engagement Protocol. The protocol is an agreement amongst key strategic players to enable the sharing of employer information across the partnership. In addition the work of the partnership has been exploring how wider opportunities, such as Local Employment Partnerships (LEPs) can be utilised to identify employment opportunities for offenders.

The Campus Model and Curriculum

The next steps document contained a broad vision of the campus model. The Region has developed a "virtual campus" in conjunction with the East of England Test Bed and service providers. A technical platform for housing the virtual campus is now in place and has been approved for use by prisons and probation across the region. The campus will contain both informative and interactive content. The informative content will cover information in relation to the seven pathways to re-offending, to include job vacancies. The interactive content will be largely learning based, including Learn Direct Courses.

The Virtual Campus is already in place at HMPYOI Swinfen Hall and will be introduced to other establishments on a phased basis during 2008. Within the community, probation will be trialling the virtual campus through Approved Premises as will one Youth Offending Team.

Work in relation to the Offender Skills Curriculum Area Review is due to take place in the summer of 2008 and will be used to inform the future contracting arrangements for the OLASS contracts, in line with the Next Steps paper.

Employability Compact

An employability compact has been developed within the region and is now being trialled in custody and the community. The compact is an agreement between the prison/probation and the offender and external partners, such as employers, about the rights and responsibilities, together with the rewards and sanctions that will apply when taking up a specific course or opportunity. The compact is a flexible tool that can be adapted to a range of provision. InTraining (formerly Carter and Carter) have been the lead partner in relation to the Employability Compact.

Physical and Mental Health

The Physical and Mental Health Pathway meets jointly with the Drugs and Alcohol Pathway. Achievements to date include:

- The provision of mental health awareness training to operational prison staff. Just under 1,000 staff working within West Midlands Criminal Justice Agencies have undertaken this training programme.
- The involvement of all prison healthcare departments and prison health commissioners in completing new, comprehensive Prison Health Performance Indicators. This information has been collated nationally and comprehensive, comparative reports will be available from the Department of Health in the Summer of 2008.
- The production of health awareness materials, covering a range of topic areas such as sexual health and smoking. These materials are available to all

staff working within prisons and will also be more widely accessible via the CSIP West Midlands website by June 2008.

- The completion of a protocol for prisons to follow when implementing the Health Trainer service in custody. This protocol mirrors the community protocol and has been successfully adopted by two prisons this year. This will be rolled out to all prisons in the region during 2008/2009.
- A detailed response to the Department of Health consultation document "Improving Health, Supporting Justice" was produced to help inform the new Offender Health and Social Care Strategy. The response collated viewpoints from a range of organisations including prison Governors, Healthcare Managers, PCT Commissioners, the Police, the Probation Service and service users. The new strategy is expected this Autumn.
- The completion of a report into community primary care access for offenders in the West Midlands region. The report examines current policy and research and highlights local and national examples of good practice. The report concludes that Local Strategic Partnerships have the potential to provide the coordinated approach that is required to improve the engagement of offenders with community primary care.

Drugs and Alcohol

The West Midlands region has continued to exceed its targets to engage offenders in treatment so that the Home Office target of 1000 per week into treatment nationally could be met. 6875 offenders were taken into treatment in 2007/2008 against a target of 5046.

The IDTS is delivered within Birmingham, Featherstone and Stafford prisons. These prisons are all rated amber for the delivery of IDTS, interim contracts being in place in Birmingham and in Staffordshire. Blakenhurst prison drug treatment services have been supported in order to build more consistent good practice across the region.

The importance of delivering effective drug treatment with high risk drug users in partnership with Priority and Prolific Offender (PPO) services is recognised. Partnerships are improving the delivery of joined up case management with drug treatment services. An outcome monitoring framework for PPO work is being piloted in the region, designed to be consistent with and supportive to existing data systems within partner organisations. Pilot work with offending drug users who do not meet the criteria for PPO schemes has been evaluated in Coventry and is being developed across the intensive DIP areas.

We also know that within Accommodation and ETE, we need to deliver more effective services to meet the employment and accommodation needs of PPO's. Following a pilot process mapping event in Dudley an action plan is in place and a number of areas in the region are planning similar work. Three areas have completed brief employability needs assessments amongst their population in drug treatment.

A regional strategic group is in place led by the Deputy Regional Director of Public Health to develop a regional action plan for improvement of alcohol services across the region.

The Regional Offender Manager instigated some work to review current commissioning of alcohol interventions that would inform future needs in relation to

work with alcohol related offending. Issues raised by this report are covered elsewhere in this annual report.

Finance, Benefit and Debt

The Financial Inclusion Fund (FIF) Advisors, based in prisons and probation offices in the region are now fully operational and management information from the services provided feed into the regular reporting for the pathway delivery group. The Citizens Advice Project Manager works closely with NOMS, prisons and probation to maximise the impact of the service to offenders in the region. Confirmation has recently been received that funding for continuation of this service has been extended for the period 2008/09 to 2010/11. Whilst there is an ongoing need to meet the needs of offenders on this subject, the service plays a valuable role in the region.

Building on the benefits of prison based FIF advisors, offenders are now able to access Experian credit reports, thus enabling the offender and his/her advisor to develop and implement a sustainable action plan using real time information for accurate debt and finance planning.

The pathway delivery group has started a trial with a credit union, where a prison offers savings facilities to offenders. It is hoped that the result of the trial will produce a workable system that is not onerous for staff or prisoners to operate and provides a link through into the community, post release.

Children and Families

In order to give direction to the work of the Children and Families pathway it was agreed that the pathway focus its efforts on three areas:

- Arrangements for visiting prisoners
- Developing the awareness of the needs of children with family members in custody or who were in custody
- Developing the parenting support for families of prisoners and those who have been in custody

Each work stream was assigned a lead with responsibility to arrange a sub-group meeting and report back to the pathway meeting.

The Families Do Matter project manager has provided an overview of arrangements for visiting prisoners, from the work being carried out in five pilot prisons, highlighting trends and possible areas for improvement.

The sub group on information has examined relevant information and data, and are looking to raise the profile of this pathway with government leads (local authorities).

The sub group on parenting met and had a wide ranging discussion on support of families of prisoners including current provision and good practice examples like the Family Man programme and the Family Project running in Coventry. It was noted that there are a range of services, generally commissioned by NOMS, to meet offender needs in custody as part of pre-release planning, but it is not clear who takes on this role in relation to planning for reintegration into family life.

A numbers of conclusions were reached, including the need to give pre-release work with families equal priority to issues such as employment, housing, etc. OASys was felt to need a family dimension, and this recommendation has been passed to the OASys review team. Consideration needs to be given to which parenting

programmes are best suited to offenders and their needs. Effective signposting to provision within the voluntary sector and information and awareness raising for children's practitioners and practitioners working with adult offenders were felt to be important. This group of children and families need to be reflected in Commissioning Plans, with funding streams for family rather than individual child or individual adult.

Attitudes, Thinking and Behaviours

The pathway continues to play a key strategic role in reducing re-offending across prisons and probation in the region. Achievements in the year 2007/08 is grouped to the following key areas:

Regional Planning

The pathway, through the Pathway 7 strategic steering group, contributes towards the co-ordination of the delivery of accredited Offending Behaviour Programmes (OBP's) across prisons and probation, and where possible to deliver compatible programmes. The group seeks to ensure that high risk offenders, particularly young repeat offenders who do not qualify for PPO status and those offenders who are sentenced to custodial sentences of less than 12 months attend OBP's in order to address criminogenic needs.

The pathway continues to seek to improve the targeting and sequencing of interventions, including contributing towards the development of programmes that can be delivered across the community and custodial settings.

Cross Sector and pathway working

Pathway meetings in the current year have included attendance from West Midlands Faith Forum to explore strategic links. The group also has strong connections to other pathway groups, working to identify gaps in alcohol services for young adult offenders, identify young adult offenders with alcohol misuse linked to offending as a priority group for development and intervention based on regional analysis of offender need and risk.

Promoting Attitudes, Thinking and Behaviour (ATB) for offenders who are not able to access an Accredited Programme

West Midlands and Staffordshire Probation Areas have produced themed 'workbooks' for one to one working with offenders not able to access OBP's. These include:

- Victim Awareness and Empathy Workbook
- Domestic Violence Workbook
- Alcohol Awareness Workbook

There is currently a one to one Workbook being produced by the Regional Sex Offender Unit (RSOU) for working with offenders who are not eligible for the Community Sex Offender Programmes.

The Pathway is currently identifying experienced offender managers from across the Region who will form working groups to produce additional workbooks in order to address the whole range of criminogenic needs for offenders not able to access OBP's. This is work in progress. Pending national guidance in relation to the workbooks, within the region, the prison service is supporting these developments by providing access to the HMPS effective regimes interventions framework in order to provide a quality assurance measure to the workbooks that are produced.

High Risk Offenders

High risk sex offenders are routinely placed on the long term programme within the RSOU. There is a facility for an Adapted Programme for men who are learning disabled. The places on this programme are limited. When appropriate, a lower risk offender may lose his place on this programme to make a place for an offender who is high risk. In such circumstances, the offender manager of the 'removed' offender is offered consultancy under the terms of the RSOU SLA.

Domestic Violence Perpetrators who are high risk are routinely placed on Intensive Domestic Abuse Programmes (IDAP) across the Region as are offenders of general OBP's. HMPS has a broad selection of programmes to meet offender needs e.g. provision for low-medium and high risk offenders. At present there is no Domestic Violence Programme available in HMPS. However, there have been strong links with NPS in looking at ways forward for developing this area of work. Featherstone prison has completed some work for two offenders enabling them to complete the IDAP programme upon release.

HMPS had outstanding 'best ever' IQPR audit results with the majority receiving a 100% score.

Training

Joint training continues for sex offender programmes, including Structured Assessment of Risk and Need (SARN) report writing. Joint training for general OBP's will continue to be expanded over the coming year – particularly in relation to the new Thinking Skills Programme.

The new Assessment Centre (ACE) training has taken place regionally. All staff across NOMS will now complete a common ACE in order to deliver programmes. This will mean that staff can cross between NPS and HMPS without completing a different and additional ACE.

Local Area Agreements - Safer Communities Indicators and Targets

The ROM has worked in conjunction with the Community Safety Directorate within Government Office West Midlands (GOWM) in parallel to the work undertaken by probation with local partnerships. Across the West Midlands the LAA's contain good coverage of Safer Communities issues. There are 97 designated Safer Community priority indicators, out of a total of 727 designated priority indicators in the region's LAA's.

The breakdown by Safer Community theme shows a focus on:

- Crime types (32)
 - Serious Violent Crime (8)
 - Serious Acquisitive Crime (11)
 - Assault with injury (6)
 - Repeat Domestic Violence (6)
 - Gun Crime (1)

- Youth Justice (20)
 - Re-offending - Young offenders (7)
 - Young Offenders in ETE (4)
 - First Time Entrants to YJS (6)
 - Substance misuse by Young people (3)

- Drugs & alcohol (13)
 - Drug related offending (1)
 - Hospital Admissions for alcohol related harm (7)

- Number in effective drug treatment (5)
- Perception/satisfaction (13)
 - Dealing with local concerns ASB/crime (8)
 - Perceptions of ASB (4)
 - Satisfaction with police/LA dealing with ASB (1)
- Reducing re-offending (11)
 - PPOs (8)
 - Adult (2)
 - Offenders in employment (1)
- Violent Extremism (3)
- Other (5)
 - Death & serious injury on roads (4)
 - Primary fires & fatalities (1)

There is a good spread of these Safer Communities priorities in each of the 14 LAAs in the region, as follows:

Stoke (10)	Shropshire (9)
Coventry (8)	Birmingham (8)
Solihull (8)	Staffordshire (8)
Warwickshire (7)	Sandwell (7)
Dudley (6)	Wolverhampton (6)
Telford & Wrekin (6)	Herefordshire (5)
Worcestershire (5)	Walsall (4)

Bail Accommodation Support Services (BASS)

During June 2007, NOMS awarded ClearSprings Management a national contract to supply accommodation and support service for bail and Home Detention Curfew (HDC). The service is managed regionally through the ROM. Providing this service has allowed the courts to bail more defendants and prison governors to release more prisoners on HDC, reducing the loss of liberty and consequent negative impacts on family life, employment and housing. It has also supported the efficient use of public resources, saving on prison places, court escorts and costs of visits to prisons. The availability of accommodation and/or support for individual defendants will be communicated to the courts through bail information reports sent from prisons to the Crown Prosecution Service (CPS), defence and to the court in time for the hearing.

Accommodation is provided in small shared houses and flats in the community with stays limited to the length of bail or HDC licence. During this period service users will be helped to find more stable accommodation. Electronic monitoring will be available. Existing arrangements for accessing bail places in approved premises continue alongside this new service.

Regional Overview

From June 2007 to end of March 2008 there have been 443 referrals to BASS from the West Midlands. This figure is made up of bail (70%) and HDC (30%). This is not reflective of the national pattern, with West Midlands referring a higher level of bail service users than other regions, due to the operation of a mixed model where BASS staff work flexibly across courts and prisons dependent upon the level of demand. The rate of referrals has continued to increase, and regionally the West Midlands has the second highest level of referrals. This effort has resulted in accommodation for nearly 100 service users in the West Midlands.

At the end of March 2008 the West Midlands had 50 live service users, and have a short term target to increase this to 52 by the end of July. It is of note that whilst 72% of live service users have been referred from the West Midlands, the remainder have been referred from other regions. We are looking at how we can increase the overall conversion rate of referrals to four referrals to one service user outcome.

At end of March 2008 the West Midlands had a 55% occupancy rate. The high breach rate in the West Midlands is caused by the high number of first appearance cases, but this is subject to further investigation. There is a need to focus on increasing HDC referrals in the next few months.

A new service to offer appropriate support to get service users from court and prison to their accommodation is under active consideration.

Staffing

The BASS project has a ROM lead, full time contract manager, one SPO and currently seven probation service officers. New areas of work are to be kept under review, e.g. more engagement with field probation teams, and the balance of work/staffing to adjust to demand. The PSO's are seconded from the four probation areas. The West Midlands probation area plays a co-ordinating role, providing the SPO who plays a leading role in managing the BASS team, and engaging with a wide range of stakeholders.

Governance / meeting structure

There is a regional project board, which oversees the work of the BASS scheme. The steering group meets quarterly, aiming to jointly tackle any strategic issues that need to be resolved, supporting the BASS project in meeting its targets, and to ensure

support to processes, systems and performance of BASS, aiming to meet the needs of all stakeholders. SLA's with prison and probation services also reflect the priority to be given to this area of work. An operational meeting, chaired by the SPO, brings court users and other key stakeholders together to resolve operational issues

Consultation with stakeholders is now widely recognised as being critical to the success of this project, both locally and nationally. There was a lack of consultation at the start of the project. This is now being actively addressed with a new national protocol in place. ClearSprings are actively working to improve their consultation methods, and are keen to meet with stakeholders and explain how the scheme works.

The BASS project is scheduled to run for a further two years during which time we will continue to develop the scheme and successfully provide accommodation and support services for future service users.

Children and Families Project

The West Midlands Invest to Save Project “Families do Matter” (FDM), has in 2007-08 concentrated on improving the delivery of services to prisoners and their families at five pilot establishments and on expanding its influence across the West Midlands region. Significant progress has been achieved in the development of improved facilities and information protocols for visitors and their children in the original five pilot establishments. Two other establishments have now benefited from grants to improve children's play facilities in visiting areas.

The Project has agreed a quarterly visiting data capture and reporting protocol across the pilot prisons which is now allowing us to assess changes in visiting patterns since January 2007. This allows for the accurate evaluation of visiting data and the targeting of interventions and measurement of their impacts. We are now expanding the use of this system to include more prisons and intend to develop a performance measurement tool for potential regional and national adoption.

The Project has continued to champion the delivery of family based educational interventions and has actively supported the pilot prisons in their delivery and evaluation of these programmes. This focus continues with the identification of potential new programmes and the necessary work to support their introduction where appropriate. The FDM Project has also piloted practitioner training for new 'Working With Parents' standards and is evaluating the potential applicability of these standards for delivery in the offender management environment.

Families Do Matter has developed two new community pilot projects in 2007-08, working with local authorities in Coventry and Telford & Wrekin. These projects have been exploring how community based services are able to meet the needs of prisoners' families and how to improve the relevance and take up of these services. In Telford & Wrekin there has been a particular focus on the use of the Common Assessment Framework (CAF) and how it can be used to benefit this client group across the region as a whole. That work will continue to evolve throughout 2008 but is already well set to deliver region wide improvements through training and awareness raising activities.

In Wolverhampton the Project has been working with community based organisations in a partnership with HMP Featherstone. By illustrating the needs of prisoners and their families the project has been able to influence organisations to target their services to this particular 'at risk' audience. Resources to deliver enhanced family visits and wider family liaison support have been secured from local organisations and the Project is working with the prison to offer a package of activity to support a link up with local schools, which will provide a working example of how children and adult services can be coordinated to meet the 'Think Family' agenda. The Project will continue to champion working with prisoners and their families and to evidence how this work can meet the agendas of a range of mainstream community based service providers and local authorities.

The project will be publishing its conclusions in April 2009. They will focus upon sustainable outcomes that improve the delivery of services to end users and will make recommendations for wider applicability of the systems and approaches that have been developed.

Alcohol Demonstrator

The alcohol demonstrator project was set up in September 2007 to end March 2008. The following objectives were set:

- Provide an overview and analysis of available services for offender misuse of alcohol. Map current provision and sources of commissioning: align knowledge to existing publications regarding need and provision
- Summarise current knowledge of “what works” with alcohol misuse offenders and analyse match of evidence base and available service provision
- Work with key regional partners, through the regional alcohol group and Reducing Re-offending Action Plan (RRAP) pathway, and in particular focusing upon building links with health services across the region, with a view to determining opportunities and strategies for co-commissioning alcohol services for offenders
- Identify gaps in provision and explore ways in which these can be met

Against the set objectives the following has been achieved:

- A report “Postcode Lottery” was completed which identified current provision and gaps. A range of recommendations were made which will be progressed during 2008/09 through the Regional Alcohol Group and pathway group
- The Regional Offender Managers team worked in collaboration with the Home Office Community Safety team and the Regional Alcohol Group. A conference was held in March, bringing together key strategic partners to identify ways of taking alcohol related issues forward across the region
- We have funded the Walsall Alcohol Treatment Requirement pilot project. This project extends the existing Arrest Referral scheme and provides a new sentencing option to the local court, targeted specifically at those offenders for whom alcohol has played a significant part in their offending. The project will be monitored throughout the coming year, and in collaboration with health partners we will seek to ensure that services for offenders are commissioned such that future offending can be reduced.
- There is increasing evidence that brief interventions are an effective way of working with alcohol misusing offenders. The Alcohol Demonstrator has thus funded training for Offender Managers across the region, in order that they are effective in identifying and delivering interventions at the early stages of contact with an individual. A workbook relating to Alcohol Misusing offenders has also been funded.
- A working group of senior managers from the Probation areas has been set up to bring together experience and knowledge, and in particular develop a common approach to the design of community interventions for alcohol related offending.

The Alcohol Demonstrator project has been a successful exercise, providing an evidence base for future collaboration with health and other key strategic partners, identifying and assisting with some gaps in delivery i.e. brief interventions, and has created a platform for future collaboration across the region.

Pathfinder Project

The West Midlands Regional Community Payback project has been delivered by a partnership between the Regional Offender Manager, the four probation areas, Crime Concern Trust Limited and Aston University.

The project's aim was to enhance the delivery of Unpaid Work (UPW), to brand and market it to make it more attractive to the local community. The four new brands have been delivered, one on each of four pilot sites, as follows:

- Victim Payback – Stoke-on-Trent, Staffordshire
- Public Purse Payback – Warwick, Warwickshire
- Planet Earth Payback – Shropshire, West Mercia
- Community Spirit Payback – Wolverhampton, West Midlands

There is evidence of success with the aim of increasing community groups appreciation of what UPW offers and increasing the placements they provide, particularly those including skills training. As the project ends, all Areas have increased beneficiary supervision of UPW offenders in appropriate cases. Probation staff involved have learnt the importance of marketing and gained valuable skills in this.

Most of the funding allocated to the project was spent on the partnerships with Aston University and Crime Concern and on the part-time Project Manager. In addition each of the four Areas was allocated pump-priming funds to help with establishing the new brands, particularly funding greater partnership involvement in Community Payback delivery.

Crime Concern, who produced the marketing publicity and established new placements on the pilot sites, have now completed their involvement. Aston University, providing consultancy on branding and marketing, as well as the evaluation research, is now interviewing staff, offenders and beneficiaries who have been involved in the new branded placements. Their research includes a survey of local employers to test the feasibility of greater involvement of the business sector in the delivery of UPW. Following the Aston University Evaluation Report at the end of July, the Project Board and Chief Officer Executive will make a decision as to whether to mainstream the delivery of any or all of the Community Payback brands.

Offender Management

A Regional Project Board agrees a regional project plan for the implementation of the national Offender Management Model, and work streams to support this work are agreed by the Board. Phases 1, 2 and 3 of the National Offender Management Model have been implemented across the region, with Phase 3 introduced from January 2008. As we move into the post-implementation phase, the Regional Offender Manager is concerned that effective quality assurance systems are developed.

A previous stock take of Phase 1 identified some consistent themes across the region, with sentence and risk management planning, and implementation of the sentence plan emerging as particularly strong. Monitoring, review and evaluation were, however, identified as weaker areas. A Phase 2 audit led to action plans being developed, which are being implemented and monitored by probation areas and prisons. The scheduled offender management inspections, due to take place in 2008 will further monitor the delivery of core targets.

One particular challenge, which is reflected on a national level, is the principle of continuity, with areas facing difficulties ensuring consistency of offender manager from pre to post sentence stage. Such issues will continue to be addressed and monitored via the regional Joint Operational Implementation Group (JOIG), with further guidance available once the national action plan is published, as an outcome of the Offender Management Strategic Review. The Regional Offender Manager and the JOIG will need to consider in detail the implications of this review.

Video conferencing is being considered nationally to improve the attendance of Offender Managers at sentence plan reviews, and could also facilitate Offender Manager involvement in programme reviews, with telephone links also being explored.

The regional JOIG has been commended nationally for the high standard of work achieved. Some areas of best practice in the West Midlands are being adopted nationally, including the model for prison/probation monitoring of Offender Management engagement in sentence planning, and the development of joint training for prison and probation staff.

The Pathway 7 (Attitudes, Thinking and Behaviour) regional group ensure that high risk offenders are routinely targeted for programmes, due to the nature of their offending and the risk they pose to the public. New selection criteria for HMPS have now fine tuned targeting, to ensure high and medium risk offenders are prioritised for accredited programmes. Relevant intervention staff have attended Area HMPS OM and JOIG meetings, where appropriate, to build an interface between Interventions and Offender Management.

The Regional Offender Manager remains concerned to ensure that offenders in the West Midlands are allocated appropriately to programmes, work and training to ensure maximum attendance and outcomes in these areas, and that better sequencing of programmes takes place to target high risk offenders. Joint working between HMPS and NPS Sex Offender Units has commenced via links for information exchange. However, there is a lack of national fit between some HMPS and NPS programmes delivered in prisons and the community

In addition, the Regional Offender Manager will continue to work with prison and probation staff to streamline, modernise and improve targeting of interventions, focusing on those where the impact is likely to be greatest and more cost effective. A regional example of this was development of a joint timetable to enable offenders to

be booked onto programmes from within and outside custody, developing linkages between Treatment Managers of Programmes and Offender Managers. One aspect of the Strategic Review of offender management is looking at offenders being in the right place to access interventions.

Work is also underway to produce regional themed workbooks, e.g. victim awareness, and share information on effective regime interventions, which could potentially be used for work with offenders in custody or the community.

The joint HMPS and Probation Consortium Training Steering Group is exploring joint OBP training for the new Enhanced Thinking Skills (ETS) Conversion Course, with dual regional training under consideration with East Midlands.

Offender Management Units must ensure that targets set by Offender Managers are 'sequenced and achievable'. This integration is vital to give quality service provision, and to increase offender opportunities to engage in relevant activities and interventions. This work will continue to be developed during 2008/09

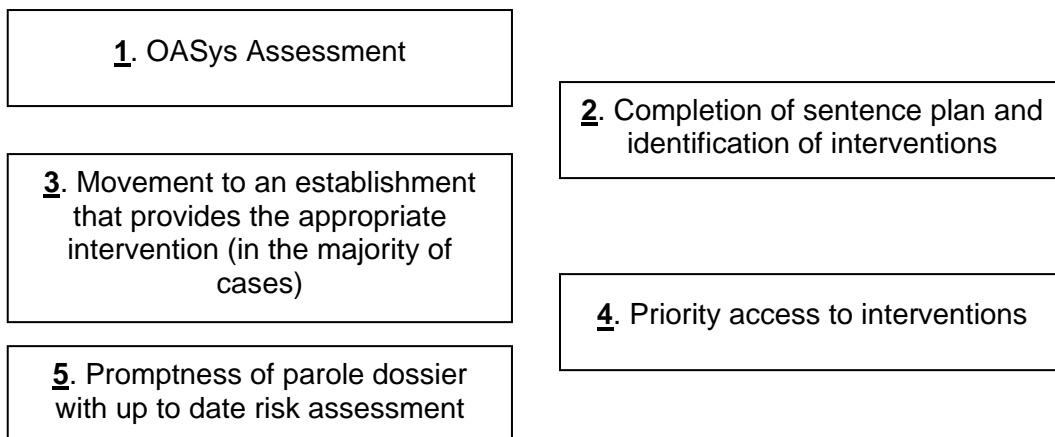
The Regional Offender Manager is encouraged by the developments at a number of prisons to ensure that work provision is appropriately targeted towards the labour market both nationally and regionally, for those offenders being discharged to the West Midlands. All prisons are working towards increasing the range of qualifications which can be achieved by prisoners, in order to make themselves and the provision the establishment can provide more attractive to potential employers.

Indeterminate Public Protection (IPP) Sentences

A Service Review has been carried out by NOMS concerning indeterminate sentence prisoners, which sets out an effective management plan to resolve the challenges that the IPP population sets. The five priority principles are:

- Offender assessment should be front-loaded in order to facilitate sentence progression
- Case management arrangements should be streamlined
- Targeted interventions pathways should be developed to enable sentence progression
- Service recommendations should be tailored regionally to meet needs within nationally agreed arrangements
- Resources follow risk and not sentence

The first priority has been to deal with those IPP's who are either past or due to reach their tariff date in the foreseeable future. This will include being able to demonstrate to the courts that all reasonable steps are being taken to expedite the management of these prisoners and to prepare them for parole reviews. A plan has been implemented to prioritise the movement of IPP prisoners through the system based on their tariff date. There are five necessary steps for each IPP:



The Regional Offender Manager will seek to ensure that OASys assessments take place at the earliest opportunity. In the majority of cases this should take place at the pre-sentence stage. Our aim is to have an outline sentence plan at the point of sentence so that critical questions regarding the management of each offender can be addressed as soon as they start their sentence. We will need to continue to work with sentencers and probation areas to see how this will be achieved, especially as not all courts are requesting pre-sentence reports for IPP prisoners.

The Regional Offender Manager convened a regional workshop bringing together prison, probation, NOMS, ROM, HMPS Area and HMP Dovegate staff, to look at how the recommendations of the IPP NOMS review could be addressed across the West Midlands. The workshop usefully identified some regional and national issues to be taken forward, which have been shared with NOMS, in order to jointly plan the five necessary steps for each IPP. This work has already commenced, and will be taken forward by prison and probation staff as part of their SLA for 2008/09

Changes to the way IPP's are categorised and prioritised are leading to more being moved to appropriate establishments early in their sentences, where access to interventions will be improved. Management of IPP's who are held out of area, will continue to be challenging. A system to incorporate HMP Dovegate into routine

movement of IPP's needs to be developed, and would assist in keeping IPP's nearer to home.

A critical issue is access to interventions. Needs analysis work is currently being undertaken to establish whether there is a significant mismatch between the assessment and intervention needs of IPP prisoners, and the programmes available to them within the region. The Regional Offender Manager is also seeking to establish the level of psychiatric and psychological reports required for IPP prisoners, as current demand appears to exceed available resources. Guidelines for Offender Managers to know when to request such reports would also be helpful.

The HMPS Business Support Change Team (BCST) have held workshops to improve data capture and quality of information held on IPP's at each prison, and we wish to develop systems for sharing of this information

The first NOMS National Service Framework is under development, setting out the background issues associated with the management of this group of offenders, drawing together service requirements with standards and requirements for offender management, national standards for probation and prison service orders and instructions. As an outcome of the service review and its implementation plan, coupled with the judicial reviews and appeals, the current shorter and longer term challenges that this group presents must be addressed.

Appendix A – Dovegate Financial Information

CONTRACTED PRISONS 2007/08 AVERAGE COST PER PLACE AND AVERAGE COST PER PRISONER

Pre-audited financial information

Establishment	Management & Financing Arrangements	Main Category	Certified Accommodation use	Normal in Population	Average Population	Expenditure 2007/08	Average Cost Per Place p.a.	Average Cost Per Prisoner p.a.
	Note 1	Note 2	Note 3			£	£	£
HMP Dovegate	DCMF	Category B Adult Male	860		840	26,531,089	30,850	31,585
		TOTAL	<u>860</u>		<u>840</u>	<u>26,531,089</u>	<u>30,850</u>	<u>31,595</u>

NOTES

- 1 Expenditure figures have different cost elements included reflecting different management and financing arrangements:
For Manage Only establishments the expenditure figures include
 Payments to contractors
 Controller Team related to the establishment
- Design, Construct, Manage and Finance** expenditure figures include
 as above and
 an adjustment for the capital repayment element in contractual payments
- Service Level Agreement** figures are extracted from the HMPS Annual Report and Accounts 2007/08.
- 2 Establishments are categorised by their main role only.
- 3 The figure shown for Certified Normal Accommodation may vary from contractual figure.

Appendix B – Probation Data Tables

		At least [x]% of OASys assessments must be completed or updated within the appropriate timescales: 5 days following sentence or release on licence for all PPO cases.	[x]% of Pre Sentence Reports (PSRs) are completed within timescales	Initiation of breach proceedings: For Tier 1, 2, 3 & 4 offenders within 10 working days of the relevant unacceptable failure to comply in at least [x]% of cases	[x]% of orders and licences successfully completed	Achieve an average of [x] working days from the relevant unacceptable failure to comply to resolution of cases	To resolve [x]% of breaches of community penalties within 25 working days of the relevant unacceptable failure to comply.(CJS measure)	The percentage of arranged appointments which the offender attends in the first 26 weeks of the order or licence to be no fewer than [X]%	The percentage of cases that reach the six month stage without requiring breach action to be no fewer than [x]%	Number of completions of unpaid work requirements
Staffordshire	Actual	95%	100%	93%	63%	43	47%	85%	72%	1028
	Target	90%	90%	90%	70%	35	60%	85%	70%	861
Warwickshire	Actual	90%	89%	98%	72%	46	53%	89%	68%	412
	Target	90%	90%	90%	70%	35	60%	85%	70%	331
West Mercia	Actual	98%	99%	92%	76%	40	57%	83%	70%	957
	Target	90%	90%	90%	70%	35	60%	85%	70%	828
West Midlands	Actual	95%	97%	88%	69%	45	49%	87%	75%	3384
	Target	90%	90%	90%	70%	35	60%	85%	70%	2681

		To maintain at below [x]% the proportion of unpaid work offender days which are lost because of stand-downs - either on the day or notified in advance	[x]% of victims to be contacted within eight weeks of an offender receiving 12 months or more for a serious sexual or violent offence	[X]% of offenders living in settled and suitable accommodation at the end of their order or licence (broken down by type of settled accommodation)	Number of referrals to LSC (in the community)	[x] offenders start a Drug Rehabilitation Requirement (DRR) or Drug Treatment Testing Order (DTTO)	[x]% of offenders are retained in DRR/DTTO for 12 weeks	[x] offenders complete a Drug Rehabilitation Requirement (DRR) or Drug Treatment Testing Order (DTTO)	[x] accredited offending behaviour programmes completed by offenders	[x] accredited sex offender treatment programmes completed by offenders
Staffordshire	Actual	15.3%	93%	71%	949	345	76%	100	297	41
	Target	8.0%	85%	80%	939	291	75%		290	34
Warwickshire	Actual	0.9%	100%	79%	453	109	90%	34	137	15
	Target	4.0%	85%	83%	366	119	75%		130	14
West Mercia	Actual	2.3%	98%	80%	998	265	84%	101	270	29
	Target	8.0%	85%	80%	871	290	75%		305	25
West Midlands	Actual	5.1%	96%	71%	4232	982	84%	321	1027	110
	Target	5.0%	85%	80%	3197	840	75%		930	109

		[x] accredited programmes for domestic violence completed by offenders	[x] offenders under supervision sustain employment for 4 weeks	At least [x]% of OASys assessments must be completed or updated within the appropriate timescales: 5 days following sentence or release on licence for all Tier 4 cases (excluding PPOs).	At least [x]% of OASys assessments must be completed or updated within the appropriate timescales: 15 days following sentence or release on licence for all Tier 1 (where appropriate), Tier 2 and Tier 3 cases (excluding PPO cases).	Days lost due to sickness (Probation) not to exceed 9 days per annum	95% of race and ethnic monitoring data on staff and offenders returned on time using correct classification
Staffordshire	Actual	36	258	97%	62%	13.0	100%
	Target	36	234	90%	90%	9.0	95%
Warwickshire	Actual	7	149	94%	68%	12.1	99%
	Target	4	120	90%	90%	9.0	95%
West Mercia	Actual	18	254	96%	64%	11.8	98%
	Target	15	270	90%	90%	9.0	95%
West Midlands	Actual	55	1023	96%	58%	14.8	100%
	Target	25	799	90%	90%	9.0	95%

Appendix C – Prison Data Tables

		No Category A escapes	Rate of escapes from prison and prison escorts to be lower than [x]% of the average prison population	To ensure that [x]% of prisoners return within the terms of their temporary release on licence (ROTL failure only)	To ensure that the rate of absconds does not exceed [x] per 100,000 prisoner days [for open and semi-open establishments only]	The rate of drug-misuse in prison is less than [x]% - as measured by the random Mandatory Drug Testing (rMDT) programme	To ensure that at least [x]% of prisoners are ready for discharge for court appearance in compliance with the escort contract	% of serious assaults per overall prison population not to exceed x%	To ensure that the average daily hours unlocked is at least [x] hours per day per prisoner	Rate of self-inflicted deaths (SIDs) in prison not to exceed [x] per 100,000 prison population	The % of prisoners held in accommodation units intended for fewer prisoners does not exceed [x]% of the average population in prisons	At least [x]% of sentenced prisoners and those on remand, in local prisons, who have an assessment of their housing requirements undertaken within 4 days of reception
Birmingham	Actual	0	0.07%	100%		11.3%	100%	0.8%	9.3	137.9	45.0%	96%
	Target	0	0.0%	95%		13.9%	90%	1.0%	9.4		45.4%	90%
Blakenhurst	Actual	0	0.00%	100%		13.5%	98%	3.6%	9.8	94.0	45.1%	93%
	Target	0	0.0%	95%		11.2%	90%	3.0%	10.8		24.0%	90%
Brinsford	Actual	0	0.00%	100%		4.7%	100%	0.9%	8.6	0.0	9.7%	91%
	Target	0	0.0%	95%		6.0%	90%	1.2%	8.3		11.5%	90%
Brockhill	Actual	0	0.00%	100%		4.9%	100%	0.6%	10.5	0.0	0.0%	
	Target	0	0.0%	95%		5.7%	90%	2.0%	9.0			
Dovegate	Actual	0	0.00%	100%		12.8%	98%	1.2%	10.9	0.0	8.8%	0%
	Target	0	0.0%	95%		11.0%	90%	1.5%	9.5		10.0%	0%
Drake Hall	Actual	0	0.00%	100%		2.1%	100%	0.0%	16.4	0.0	0.0%	
	Target	0	0.0%	95%		6.0%	90%	1.5%	17.5			
Featherstone	Actual	0	0.00%	100%		17.7%	100%	2.3%	10.3	153.0	2.5%	
	Target	0	0.0%	95%		15.0%	90%	1.4%	9.0		3.8%	
Hewell Grange	Actual	0	0.00%	100%	23.9	9.8%	100%	1.2%	24.0	0.0	0.0%	
	Target	0	0.0%	95%	30.7	8.5%	90%	0.0%	24.0			
Shrewsbury	Actual	0	0.00%	0%		14.6%	100%	1.5%	9.6	0.0	92.6%	98%
	Target	0	0.0%	95%		12.8%	90%	2.5%	9.6		89.3%	90%
Stafford	Actual	0	0.00%	100%		4.2%	98%	0.4%	10.6	0.0	39.6%	
	Target	0	0.0%	95%		9.0%	90%	1.8%	10.5		62.1%	
Stoke Heath	Actual	0	0.00%	100%		2.4%	100%	4.8%	8.4	0.0	29.3%	
	Target	0	0.0%	95%		4.0%	90%	4.6%	9.0		40.0%	
Swinfen Hall	Actual	0	0.00%	100%		5.4%	100%	1.6%	10.4	0.0	1.3%	
	Target	0	0.0%	95%		4.0%	90%	3.0%	10.0			

		At least [x]% of offenders move to settled accommodation on release	To ensure that at least [x]% of planned attendees attend education	[x] awards in Work Related Skills, England (excluding LSC provision)	[x]% of discharged prisoners entering training or education on release	[x]% of discharged prisoners entering employment on release	To ensure that offenders spend an average of [x] hours per week in purposeful activity	To ensure that [x] prisoners enter prescribed substance-misuse management programmes (maintenance-prescribing and/or detoxification) annually	To ensure that [x] prisoners enter a drug rehabilitation programme or Therapeutic Community annually	To ensure that [x] prisoners complete a drug rehabilitation programme or Therapeutic Community annually
Birmingham	Actual	87.5%	89%	212	2.4%	27.3%	21.4	4529	120	85
	Target	81.5%	80%	144	2.0%	26.0%	20.5	3900	120	78
Blakenhurst	Actual	85.4%	78%	338	0.9%	25.9%	25.4	1916	251	170
	Target	80.0%	80%	144	2.0%	25.0%	25.0	1800	240	156
Brinsford	Actual	93.0%	83%	891	37.2%	19.0%	29.6	364		
	Target	92.0%	80%	200	32.6%	15.0%	28.5	225		
Brockhill	Actual	91.7%	87%	65	6.3%	18.6%	23.0			
	Target	80.0%	80%	36	2.0%	20.0%	23.0			
Dovegate	Actual	86.8%	89%	4095	2.2%	13.2%	34.9			
	Target	80.0%	80%	0	2.0%	10.0%	30.0			
Drake Hall	Actual	87.6%	85%	108	9.6%	18.3%	37.4		40	25
	Target	80.0%	80%	132	5.0%	15.0%	34.0		40	24
Featherstone	Actual	97.3%	87%	1317	13.0%	23.2%	26.7		96	75
	Target	90.0%	80%	550	11.0%	21.0%	25.7		96	62
Hewell Grange	Actual	98.1%	81%	569	2.2%	51.4%	42.2			
	Target	96.0%	80%	250	2.0%	56.0%	40.8			
Shrewsbury	Actual	85.3%	89%	110	14.5%	23.0%	19.9	835		
	Target	80.0%	80%	50	19.4%	20.0%	19.0	675		
Stafford	Actual	92.1%	88%	628	9.8%	28.2%	27.5	95	95	79
	Target	80.0%	80%	550	3.7%	25.0%	27.1	10	96	62
Stoke Heath	Actual	96.8%	82%	267	20.4%	23.3%	25.0	50	90	60
	Target	89.0%	80%	216	22.0%	20.0%	26.0	70	90	59
Swinfen Hall	Actual	96.7%	82%	618	10.5%	25.2%	27.4		80	66
	Target	86.0%	80%	600	9.8%	25.0%	27.1		80	52

		To complete [x] CARAT Substance Misuse Triage Assessments annually	[x] accredited offending behaviour programmes completed by prisoners	[x] accredited sex offender treatment programmes completed by prisoners	Days lost due to sickness (HMPS) not to exceed [x] days per annum	At least [x]% of the workforce in (HMPS) to be from ethnic minority groups
Birmingham	Actual	2676	74		13.7	18.8%
	Target	2000	72		11.0	17.4%
Blakenhurst	Actual	1762	96		14.6	5.0%
	Target	1610	100		10.0	4.9%
Brinsford	Actual	757	33		14.7	8.4%
	Target	633	34		10.0	7.7%
Brockhill	Actual	24			11.7	5.4%
	Target	25			13.8	5.0%
Dovegate	Actual	143	164			
	Target	100	48			
Drake Hall	Actual	67	67		12.0	2.4%
	Target	40	70		11.0	3.3%
Featherstone	Actual	204	103		10.3	5.0%
	Target	150	102		10.6	3.7%
Hewell Grange	Actual	12			7.0	2.5%
	Target				10.0	1.0%
Shrewsbury	Actual	755			11.2	4.8%
	Target	750			10.4	4.0%
Stafford	Actual	93	104	49	9.8	3.7%
	Target	60	106	47	10.8	2.8%
Stoke Heath	Actual	427	55		16.7	3.5%
	Target	400	56		15.1	3.0%
Swinfen Hall	Actual	152	200	48	10.1	4.3%
	Target	138	188	47	10.0	3.9%

Appendix D – Reducing Re-offending Targets

Probation Targets
Reducing Re-Offending
At least 90% of OASys assessments must be completed or updated within appropriate timescales (5 days following sentence or release on licence for all PPO cases)
Protecting the Public
At least 90% of OASys assessments (assessment, screening & full risk of harm analysis and sentence plan) must be completed or updated within 5 days following sentence or release on licence for all Tier 4 risk of harm cases (excluding PPOs).
Offender Management
At least 90% of OASys assessments (assessment, screening &, if appropriate, full risk of harm analysis and sentence plan) must be completed or updated within 15 days following sentence or release on licence for all Tier 1, 2 & 3 cases (excluding PPOs)
Delivery of Justice
Achieve an average of 35 working days from the relevant unacceptable failure to comply to resolution of the case; and to resolve 60% of breaches of community penalties within 25 working days of the relevant unacceptable failure to comply (CJS measure).
70% of orders and licences successfully completed
46,300 Completions of unpaid work requirements
Rehabilitation & Support
13,200 offenders under supervision achieve and sustain employment for 4 weeks
13,940 accredited offending behaviour programmes completed by offenders
1,300 accredited sex offender treatment programmes completed by offenders
2,079 accredited programmes for domestic violence completed by offenders
75% of offenders are retained in DRR/DTTO for 12 weeks
Reassurance & Confidence
85% of victims to be contacted within eight weeks of an offender receiving 12 months or more for a serious sexual or violent offence
Supporting the courts
90% of Pre Sentence Reports (PSR's) are completed to agreed timescales
Resource Use Strategy
Days lost due to sickness (Probation) not to exceed 9 days per annum
95% of race and ethnic monitoring data on staff and offenders returned on time using correct classification (Probation)

Prison Targets
Public Protection
No escapes of Category A prisoners
Rate of escapes from prison and prison escorts to be lower than 0.05% of the average prison population
Fewer than 1 in 20,000 escapes from contracted escorts
Safety Decency & Respect
Rate of self-inflicted deaths (SIDs) in prison not to exceed 112.8 per 100,000 prison population.
1.81% of serious assaults per overall prison population
The % of prisoners held in accommodation units intended for fewer prisoners does not exceed 24% of the average population in public prisons
The % of prisoners held in accommodation units intended for fewer prisoners does not exceed 34.5% of the average population in private prisons **
Delivery of Justice
The rate of drug-misuse in prison is less than 10% - as measured by the random Mandatory Drug Testing (rMDT) programme (reported 1 month in arrears)
Rehabilitation & Support
6655 accredited offending behaviour programmes completed by prisoners (exclusive of SOTP)
1,105 accredited sex offender treatment programmes completed by prisoners
At least 75% of offenders move to settled accommodation on release
26% of discharged prisoners entering employment on release
To ensure that 7185 prisoners complete a drug rehabilitation programme or Therapeutic Community annually
Supporting the courts
At least 85% of prisoners from prison or police cells are delivered to court before the agreed time
Resource Use Strategy
Days lost due to sickness (Prison System) not to exceed 11 days per annum
At least 6.3% of the workforce in public prisons to be from ethnic minority groups (Prison System)

Glossary

ACE	Assessment Centre
Alliances	An initiative to build alliances with the Corporate, Civic and Faith & Voluntary Sectors that provide offenders the opportunity to access training, employment and mainstream services that help them to resettle and reintegrate into communities.
ATB	Attitudes, Thinking & Behaviour
ATR	Alcohol Treatment Requirement
BASS	Bail Accommodation Support Services
BCST	Business Change Support Team
CAF	Common Assessment Framework
CARATS	Counselling, Assessment, Referral, Advice and Throughcare Services, drug services accessible to all prisoners in custody.
CDRP	Crime and Disorder Reduction Partnership, between police, local authorities, probation, health, voluntary sector and local groups of residents and businesses devising a strategy containing measures to tackle priority problems of crime and disorder. The strategy will last for three years, but must be kept under review by the partnership.
CJIT	Criminal Justice Integrated Teams (Community drugs teams working with offenders in the Criminal Justice System).
CJS	The Criminal Justice System, the generic term associated with those from the Police, Prison Service, Probation Service, Crown Prosecution Service, Youth Justice Board, Court Service, Victim & Witness Support and others.
Co- commissioning	Two or more organisations aligning their commissioning strategies for shared or mutually beneficial outcomes.
Commissioning	Commissioning involves separating out the specification of services to be delivered from the delivery of those services.
Community Orders	Under the Criminal Justice Act 2003 sentencing changed. Community Orders involve offenders doing things to help them avoid reoffending e.g. improve education or get off drugs. Can include 12 different requirements, 1 or 2 for minor offenders, more for those found guilty of more serious crime.
Contestability	Contestability allows existing providers to demonstrate that they are the best possible provider and gives alternative providers the opportunity to show what they can do.
CPS	Crown Prosecution Service
CSIP	Care Services Improvement Partnership.
DAAT / DAT	Drug and Alcohol Action Team. Drug Action Teams work locally to deliver the UK drug strategy. Commissioned through Primary Care Trusts reporting performance to the National Treatment Agency.
DCLG	Department of Communities and Local Government.
DH	Department of Health.
DIP	Drug Interventions Programme
DRR	Drug Rehabilitation Requirement.
DTTO	Drugs Treatment and Testing Order.
EDP	Establishment Delivery Plan
ETE	Education, Training and Employment.
ETS	Enhanced Thinking Skills
FDM	Families Do Matter
GO	Government Office, the representative of central Government

	departments in each English region.
GOWM	Government Office West Midlands
HDC	Home Detention Curfew.
HMCIP	HM Chief Inspectorate of Prisons.
HMIP	HM Inspectorate of Probation
HMP	Her Majesty's Prison: holds adult offenders over the age of 18 on remand and over the age of 21 following sentence.
HMPS	Her Majesty's Prison Service.
HMYOI	Her Majesty's Young Offender Institute. An establishment which holds Young Adult Offenders (aged 18 – 21).
HMP&YOI	HMP & Young Offenders Institution: holds juvenile (15 – 17) and young offender (18 – 21) year old prisoners.
IDAP	Intensive Domestic Abuse Programme.
IDTS	Integrated Drug Treatment Scheme, the provision of substance abuse programs including drug and alcohol testing.
Interventions	Interventions are the programmes delivered to offenders by Prison or Probation services, drug action teams or other providers to address an offender's needs.
IPP	Indeterminate Public Protection, sentence of the courts
IPPF	Integrated Probation Performance Framework
IQR	Implementation Quality Report
Joint Commissioning	Two or more organisations aligning their commissioning strategies for shared or mutually beneficial outcomes.
JOIG	Joint Offender Implementation Group
KPI	Key Performance Indicator – High level measure used to monitor performance in Criminal Justice Agencies.
KPT	Key Performance Targets. Targets that are set to ensure that KPIs are met.
LAA	Local Area Agreements.
LCJB	Local Criminal Justice Board.
LSC	Learning and Skills Council, the body now responsible for the provision of all learning and skills training for offenders.
LSCB	Local Safeguarding Children Board.
LSP	Local Strategic Partnership.
MAPPA	Multi Agency Public Protection Arrangements. MAPPA provide the statutory framework for interagency cooperation in assessing and managing violent and sex offenders in England and Wales. Under the arrangements, Police, Probation and Prisons, supported by additional agencies including housing, health and social services combine forces to manage the risk to the public posed by dangerous offenders.
MAPPP	Multi Agency Public Protection Panel. The critical few offenders that pose the highest risk are referred to a MAPPP where their cases are regularly scrutinised by senior representatives of local agencies.
MQPL	Measure of Quality of Prison Life
NOMM	National Offender Management Model.
NOMS	National Offender Management Service, Department of the Ministry of Justice (formerly the Home Office) with responsibility for serving the courts, public and reducing reoffending by commissioning custody, offender management and interventions for adult offenders whether serving sentences in custody, the community or both.

NTA	National Treatment Agency who aim to increase the availability, capacity and effectiveness of treatment for drug misuse in England.
OASys	Offender Assessment System. NOMS assessment system for prisoners and other Offenders to determine the causes of their offending behaviour and hence what work and interventions are necessary to address that behaviour and so cut reoffending.
OBP	Offender Behaviour Programme.
OLASS	Offender Learning and Skills Service.
OM	Offender Management.
PCT	Primary Care Trust.
PPO	Prolific and Priority Offenders. A national initiative targeting the most prolific or serious offenders in local areas led by CDRPs Police, CPS, Prisons and Probation with Local Criminal Justice Board coordination. Schemes work to prevent, deter, catch, convict, resettle and rehabilitate offenders.
PSR	Pre-Sentence Report
ROM	Regional Offender Manager (Director of Offender Management in Wales).
ROTL	Release on Temporary Licence
RRDP/ RRRAP	Regional Reducing Reoffending Delivery / Action Plan.
RR Strategy Board	Reducing Re-offending Strategy Board includes representatives from NOMS, partners, providers, co-commissioners etc.
RSOU	Regional Sex Offender Unit
SARN	Structured Assessment of Risk and Need
SHA	Strategic Health Authority.
SID	Self Inflicted Death
SLA	A formal agreement between two parts of government or the same organisation that specifies a service to be delivered and the responsibilities of each party to the agreement.
SOTP	Sex Offender Treatment Programme
Subcontracting	The use of a secondary contract to employ a third party to deliver a service as part of a larger contract.
Third Sector	The "third sector" describes the range of institutions which include small local community and voluntary groups, registered charities both large and small, foundations, trusts, and a growing number of social enterprises and cooperatives. They share common characteristics in the social, environmental or cultural objectives they pursue their independence from government and in the reinvestment of surpluses for those same objectives.
'Through the gate'	A system whereby interventions that commenced in custody can continue to be delivered in the community without being affected by any change in that status.
Unpaid Work	Unpaid work is a requirement of a Community Order. Work is undertaken for the benefit of the local community. It is a punitive intervention that can be used as a creative resource for improving the local environment and supporting strategies on visibility and community engagement. Work cannot be for profit or financial gain. Also called Community Payback.
VCS	Voluntary and Community Sector.
VDT	Voluntary Drugs Test, also described as a prisoners being 'on compact'