



**HM PRISON
SERVICE**

Public Sector Prisons

Annual Report and Accounts 2006-2007

Warning Max Headroom 11-9

The Role of Her Majesty's Prison Service

Our Statement of Purpose

Her Majesty's Prison Service serves the public by keeping in custody those committed by the courts. Our duty is to look after them with humanity and help them lead law-abiding and useful lives in custody and after release.

Our Vision

- To provide the very best prison services so that we are the provider of choice.
- To work towards this vision by securing the following key objectives.

Objectives

- To protect the public and provide what commissioners want to purchase by:
 - Holding prisoners securely; and
 - Reducing the risk of prisoners re-offending
- To provide safe and well-ordered establishments in which we treat prisoners humanely, decently and lawfully; and

In securing these objectives we adhere to the following principles.

Principles

In carrying out our work we:

- Work in close partnership with our commissioners and others in the Criminal Justice System to achieve common objectives;
- Obtain best value from the resources available using research to ensure we offer the best correctional practice;
- Promote diversity, equality of opportunity and combat unlawful discrimination; and
- Ensure our staff have the right leadership, organisation, support and preparation to carry out their work effectively.



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Annual Report and Accounts

April 2006-March 2007

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July 2007

To Her Majesty's Secretary of State for Justice and Lord Chancellor.

**HM Prison Service
Annual Report and Accounts
April 2006-March 2007**

I am pleased to submit the Prison Service Annual Report and Accounts for the period April 2006 to March 2007.

Phil Wheatley, CB
Director General of Her Majesty's Prison Service



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Foreword



I am delighted to be able to report how well the Prison Service performed during 2006-2007. Despite a rising prison population and an increase in the number of more serious and violent offenders in prison, the Service met 9 of the 12 annual delivery targets agreed with Ministers and maximised its performance in limiting overcrowding, which is a function of population and outside our direct control. This included delivering our best security performance ever. We also began to see indications of the impact that our work has on reducing re-offending. This has been achieved whilst maintaining strong financial control, which has allowed us to meet a tight budget almost exactly. However, the future challenges of a rising population and a reducing budget will ensure that we do not become complacent.

In a competitive market place the Service thrives by delivering results against agreed objectives designed to meet the priorities of Ministers, commissioners, and ultimately the public. In this past year we have delivered our best security performance ever, with only one escape from an establishment and six from Prison Service escorts. For the first time, we have also hit all of our offending behaviour programme targets, including the target for sex offender treatment programmes.

Evidence is growing that imprisonment can have a significant positive effect on reconviction and that our work to protect the public by reducing re-offending is paying off. The breakdown of re-offending by sentence length for those released from prison in 2004 shows that the reduction in reconviction rates (actual versus predicted re-offending) for all sentence lengths has continued to improve since 2000. It now stands at 6.3% for the one year and up to 2 year group; 10.1% for the 2 year and up to 4 year group; 13.4% for the 4 year and over group. For the first time, we have also seen a very small positive effect (0.2%) for the under 12 month group.

These improved results come after a period of sustained investment that has allowed us to increase access to offending behaviour programmes, improved detoxification and access to drug treatment with better follow through on release, increased access to basic education and improved resettlement opportunities, concentrating on housing and employment. This investment has been under-pinned by the hard work of staff and the real improvements to the way we treat prisoners with the emphasis throughout our work on decency which, like security, is the bedrock on which our performance is based.

Our staff make the difference between success and failure and our sustained level of high performance is a direct result of their professionalism, commitment and hard work and this is borne out by the number of awards and honours to Prison Service staff.

We narrowly missed our targets for serious assaults, Black and Minority Ethnic (BME) staff representation, staff sickness and the target set for minimising overcrowding. However, we improved on all of the first three missed targets compared to last year and fully utilised the available accommodation to hold a population that reached a record high during the year.

On 9 May 2007 the Prison Service formed part of the New Ministry of Justice. This will give us new opportunities to work more co operatively and effectively with other criminal justice agencies as an Executive Agency, working within NOMS, to protect the public and reduce re-offending.

Ministers have visited a number of Prison Service establishments and commented publicly on the high levels of commitment and professionalism they have seen. Their confidence in the Prison Service is encouraging as we work closely with our partners to make the Ministry of Justice a success.

In late June 2007 we opened our first new prison since 1996¹ at HMP Kennet on Merseyside. This represents the first of an additional 3,187 prison places between now and April 2009. This in turn means we will need to recruit and train in excess of 1,500 additional staff. Within this number will be almost 450 entry level prison officers who will be required to achieve a Custodial Care National Vocational Qualification as part of the investment we are making in upskilling and professionalising the Prison Service.

These are challenging but exciting times for the Service. However, while we continue to deliver what we promise professionally and with decency I believe that the future of the Prison Service is secure and that our established record of delivery will be critical to the success of the Ministry of Justice.



Phil Wheatley, CB

Director General

¹ This was Eastwood Park. HMP Weare opened after this in July 1997, but this was only intended to be a short-term measure



Where We Fit

The financial year 2006-2007 was the Prison Service's (referred to as 'the Service') last full year as part of the Home Office. From May 2007 the Service becomes part of the new Ministry of Justice. The Service is an Executive Agency and part of the National Offender Management Service (NOMS), which represents both its parent organisation and its main commissioner. It continues to work closely with the re-structured Home Office as one of its key partners within the overall Criminal Justice System (CJS).

The Prison Service receives funding from a number of different sources and manages a range of services and establishments.² Its responsibility is to ensure that it delivers the best possible services it can to meet the requirements of all its commissioners given the available resources.

The Prison Service's main commissioner, NOMS, operates through Regional Offender Managers (ROMs) for each of the English regions and a Director of Offender Management for Wales (DOM). The ROMs/DOM commission work regionally both for offenders in custody and for those in the community and have a close dialogue with Prison Service Areas and individual establishments. However, some specialist services, like high security prisons, continue to be provided and purchased on a nationwide basis.

ROMs are not the only commissioners of services delivered by the Prison Service. Learning and Skills Councils (LSCs) are responsible, jointly with ROMs, for commissioning education and skills provision for prisoners, Primary Care Trusts (PCTs) are responsible for commissioning health services and the Youth Justice Board (YJB) commissions services for Young People (under 18 years). The Prison Service also provides services for the Borders and Immigration Agency (BIA), which commissions services at Dover, Haslar and Lindholme.

² The Prison Service is no longer responsible for private sector or contracted out prisons. The responsibility for these rests with NOMS.

Outturn Against Key Performance Indicator (KPI) Targets During 2006-2007

In 2006-2007, the Service met 9 of the 12 annual delivery targets agreed with Ministers, despite a rising prison population and a population mix that included 40% more serious and violent offenders than in 1997.

Escapes

The number of category A escapes and total escapes expressed as a proportion of the prison population.

Target:

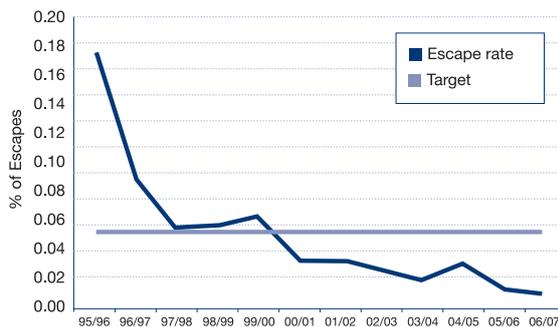
To ensure no escapes of Category A prisoners.

Result

MET. No Category A escapes.

To ensure that the rate of escapes from prisons and from escorts undertaken by Prison Service staff, expressed as a proportion of the average prison population, is lower than 0.05%.

MET. The escape rate was 0.01%.



Serious Assaults

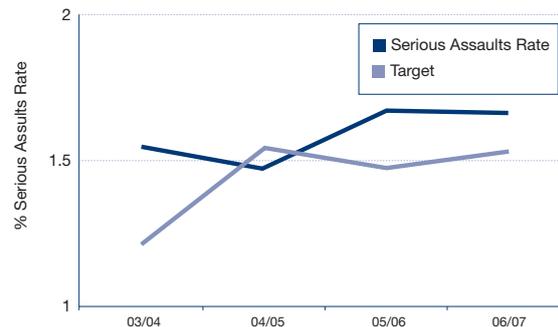
The number of serious assaults on staff, prisoners and others, expressed as a percentage of the average prison population.

Target:

To reduce the number of serious assaults to below 1.53% of the prison population.

Result

NOT MET. The total rate of serious assaults was 1.66%.



Self-Inflicted Deaths

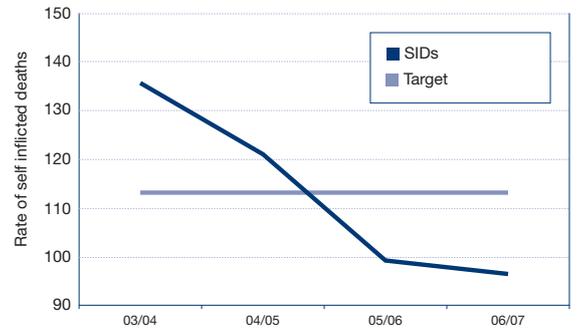
The rate of self-inflicted deaths per 100,000 of the average prison population.

Target:

To ensure that the rate of self-inflicted deaths in 2006-2007 does not exceed 112.8 per 100,000 of the prison population.

Result

MET. The rate was 96.3



Mandatory Drug Testing (MDT)

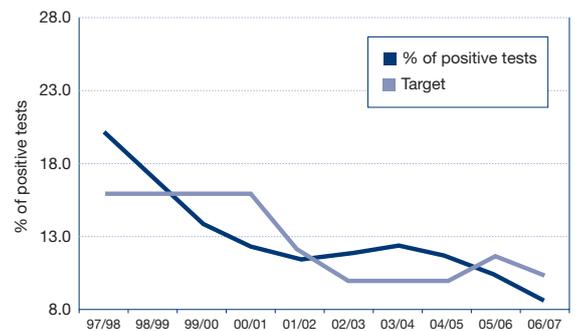
The rate of positive results from random mandatory drug testing.

Target:

To reduce the number of those testing positive in mandatory drug tests as a percentage of the population compared with the 2005-2006 outturn (10.3%).

Result

MET. The rate of positive tests was 8.6%.



Race Equality

The proportion of minority ethnic staff.

Target:

To ensure that the number of minority ethnic staff in the Prison Service, expressed as a proportion of the total workforce, is at least 6.0% by April 2007.

Result

NOT MET. 5.9% of staff were from minority ethnic groups.



Offending Behaviour

The number of prisoners completing programmes accredited as effective in reducing re-offending.

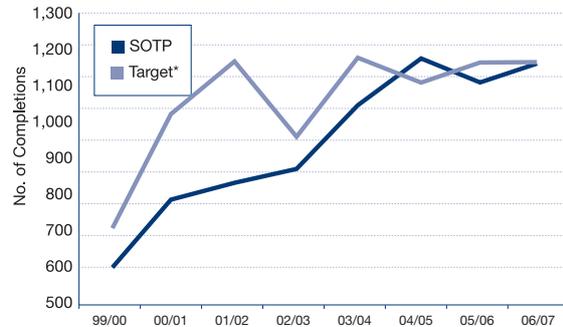
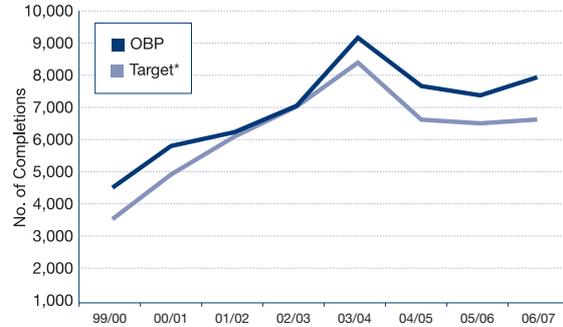
Target:

To deliver 6,720 accredited offending behaviour programme completions in 2006-2007, including 1,160 sex offender treatment programmes.

Result

MET. 7,921 OBPs completed.

MET. 1,160 SOTPs completed.



*The target(s) prior to 2003-2004 are for the total prison system. All out-turns are public sector only.

Drug Treatment

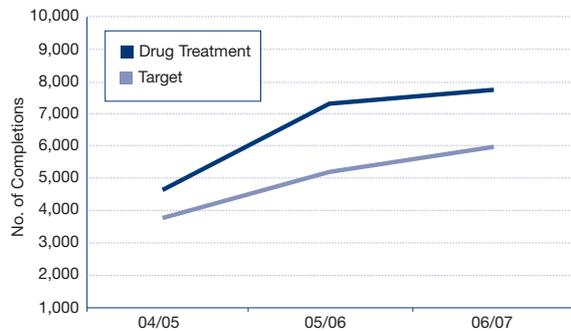
The number of prisoners completing drug treatment programmes.

Target:

To achieve 5,923 drug programme completions.

Result

MET. 7,675 drug treatment programmes completed.



Overcrowding*

The percentage of the prison population held in accommodation units intended for fewer prisoners.

Target:

To ensure that the number of prisoners held in accommodation units intended for fewer prisoners does not exceed 24% of the average population.

Result

NOT MET. The average rate of overcrowding was 24.1%.



* The target definition was changed from 'doubling' to all overcrowding in 2004-2005.

Education

The number of awards achieved by prisoners including basic skills and work skills.

Target:

During April to July 2006, prisoners to achieve: (N.B. The Service was only responsible for these targets until July 2006)

- 10,900 Basic Skills awards of which:
 - 3,050 are at entry level;
 - 4,700 are at level 1; and
 - 3,150 are at level 2.
- 34,440 Work Skills awards.

Result

MET. Prisoners achieved 5,091 entry level awards.
MET. Prisoners achieved 6,341 level 1 awards.
MET. Prisoners achieved 4,036 level 2 awards.
MET. Prisoners achieved 46,368 Work Skills awards.

Resettlement

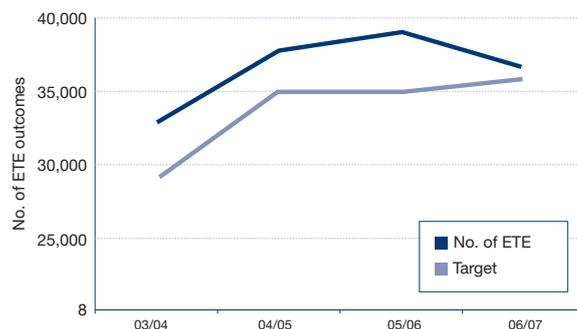
Prisoners discharged with an employment, training or education (ETE) place, including FRESHSTART job outcomes.

Target:

To ensure that 35,870 prisoners have an employment, training or education outcome on release.

Result

MET. There were 36,501 ETE outcomes.



Accommodation

As a contribution to reducing re-offending, the Prison Service is seeking to increase the number of prisoners with accommodation arranged on release.

Target:

To ensure that 64,140 prisoners have an accommodation outcome on release.

Result

MET. There were 65,733 accommodation outcomes.

Staff Sickiness

The average number of working days lost through sickness absence.

Target:

To ensure that average staff sickness in 2006-2007 does not exceed 11.5 working days per person.

Result

NOT MET. The average rate of staff sickness was 11.6 working days per person.



The Planning Context

As with any organisation's forward plan, the Prison Service's objectives and deliverables during 2006-2007 were inevitably at risk from an uncertain future and changes affecting the underlying assumptions about issues such as population, available capacity and resources.

Prisoner Population During 2006-2007

The population of public sector prisons in England and Wales at the end of March 2007 was 71,362. Within this, there were 10,953 remand prisoners, 59,035 sentenced prisoners and 1,374 non-criminal prisoners. The number of 'young persons' (mainly aged 15-20) was 10,157³ while female prisoners (including females under 18 held in prison) numbered 3,539. The population of adult males with short sentences (less than one year and including fine defaulters) was 4,908, while the number of adult males on longer sentences (four years and over) was 28,041. The population of adult females with short sentences, including fine defaulters, was 450, with those on longer sentences totalling 1,300. Additionally, there were 2,399 offenders on the Home Detention Curfew scheme (HDC) on 30 March 2007, including some persons released on HDC from private prisons.

The Prison Service introduced the new ethnic categories based on the 2001 Census of Population in March 2003. Excluding the small number of prisoners whose ethnicity is recorded under the old 1991 Census codes (530 prisoners at the end of March 2007), the prison population of public sector prisons at the end of March 2007 included 19,119 prisoners from minority ethnicity groups. Of those whose ethnicity was recorded 73 per cent were White, 16 per cent were Black or Black British, 7 per cent were Asian or Asian British, 3 per cent were of mixed ethnicity and 1 per cent from Chinese or other ethnic groups.

“ *The prison population at the end of March 2007 compared to March 2006 was approximately 2,000 higher – or the equivalent of two additional prisons.* ”

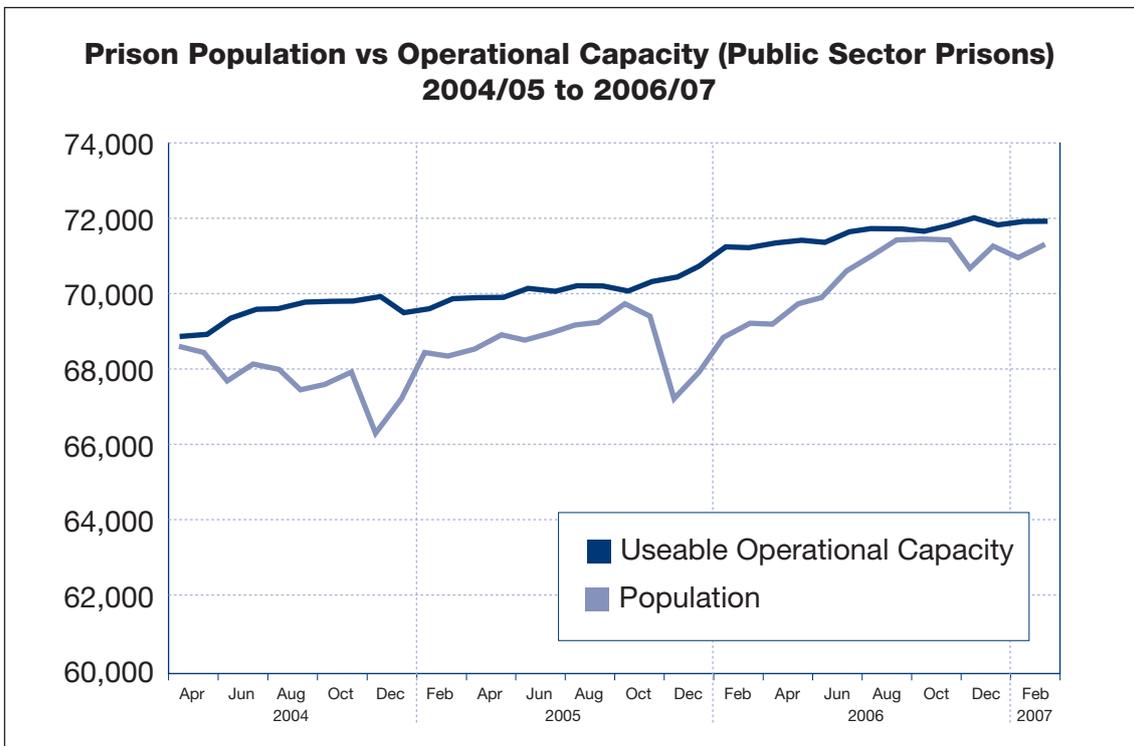
Population Pressures

Population surges can result in providers, including the Service, being impacted adversely and this was again the case during 2006-2007. The consequences of changes in the prison population and the challenges they can present for the Service have been well documented. The main difficulties created by population pressures and increased throughput are, firstly, the impact this can have on time available for assessment and, secondly, the constant movement of prisoners to ensure sufficient places in local prisons to meet the needs of the courts. Crowding in establishments dilutes the resource

available for constructive activity. High throughput and frequent daily movement impact directly on regime delivery by diverting staff resources and making it more difficult to assess prisoners and allocate them to appropriate interventions.

3 The daily average population during March 2007 for the 15-17 age group was 2,302.

The Prison Service's overall performance during 2006-2007 was achieved whilst operating under sustained population pressures. A good indication of how acute those pressures were can be seen from looking at how close to 'full' the public sector prisons became during the year. The chart below illustrates, for public sector prisons, the monthly population figures⁴ against useable operational capacity⁵ since April 2004.



As the chart shows, there have been pressure points in previous years – at the beginning of 2004-2005 and in late Autumn 2005 – but these were relatively short-lived. What is clearly demonstrated for 2006-07, however, is how the Service had to cope with sustained population pressures from late summer all the way through to the end of the financial year. Even the expected annual dip in population around Christmas was less than normal, and provided only the most temporary of respites.

4 Population and capacity data have been taken from the NOMS monthly population bulletin. The figures relate to the last Friday of the month.

5 Useable Operational Capacity is the sum of all establishments' operational capacity less an operating margin that reflects the constraints imposed by the need to provide separate accommodation for different classes of prisoner i.e. by sex, age, security category, conviction status, single cell risk assessment and also due to geographical distribution. For the purpose of this illustration an operating margin of 1513 places is used; this being a pro rata apportionment for public prisons of the NOMS estate wide operating margin of 1700 places.

Prison Capacity During 2006-2007

Operational Capacity (Op Cap⁶) increased by 767 places during 2006-2007, partly as the result of 300 new CNA⁷ places being provided through newly constructed house blocks (120 at HMP Chelmsford and 180 at HMP Lindholme) but partly too as a result of agreed increases to overcrowding (i.e. increases in Op Cap) at specific establishments.

The table below shows the Baseline Certified Normal Accommodation (CNA)⁸, the In Use CNA⁹ and the Op Cap for public sector prisons for the end of March 2006 and the end of March 2007.

March 2006			March 2007		
Baseline CNA	In Use CNA	Op Cap	Baseline CNA	In use CNA	Op Cap
65,428	63,473	72,763	65,863	64,086	73,530

The prison estate and provision of extra capacity is the responsibility of NOMS and is bound up inextricably with the challenges of population planning. The demand for prison places is an aggregate of the individual decisions of independent judges and magistrates. So, whilst population planning is the responsibility of NOMS HQ it can only be carried out on the basis of projections and, despite complex modelling techniques, it remains difficult to plan and provide accurately for future demand.

“ *The prison estate is the responsibility of NOMS. That part of the estate managed by HMPS includes more than 152 listed buildings – including HMP Lancaster, which is a Grade 1 listed building and Europe’s oldest working prison.* ”

- 6 Operational Capacity (Op Cap) of a prison is the total number of prisoners that an establishment can hold taking into account control, security and the proper operation of the planned regime. It is determined by Area Managers on the basis of operational judgement and experience.
- 7 CNA – Certified Normal Accommodation, or uncrowded capacity, is the Prison Service’s own measure of accommodation. CNA represents the good, decent standard of accommodation that the Service aspires to provide to all prisoners.
- 8 Baseline CNA is the sum total of all certified accommodation in an establishment except, normally, cells in punishment or segregation units and healthcare cells or rooms in training prisons and YOIs that are not routinely used to accommodate long stay patients.
- 9 In-Use CNA is baseline CNA less those places not available for immediate use – for example damaged cells and cells affected by building works.

Finance and Resource Issues During 2006-2007

The following table shows the resources delegated to the Service by NOMS at the start of 2006-2007.

Table 1 – Prison Service Funding in 2006-2007

	£m
Administration (Gross)	75
Programme (Gross)	1,770
Net Resource Budget (DEL)	1,845
Capital (Gross)	17
Capital (Income)	-
Net Capital Budget	17

Notes:

1. Programme costs include all non-administration costs of the Service, including grants.
2. DEL stands for Departmental Expenditure Limit.

However, during the year the Service had to meet the financial pressures associated with operating its prisons close to maximum capacity and bringing additional capacity into operation. High occupancy results in less efficient use of some resources, because it is not always possible to hold prisoners in the most appropriate accommodation or location. Although the direct costs of bringing additional capacity into use was met by NOMS there were also additional costs from holding prisoners under the anti-terrorism regulations and the increasing costs of utilities continued to affect all prisons.

In total, an additional £85m was provided by NOMS, following a detailed review of the Service's forecasts, giving a final resource allocation of £1,930m.

The funding of education has now been transferred to the Department for Education and Skills (DfES), which now has full responsibility for the training and education of prisoners save for the training the Service continues to deliver as a by-product of its activities (e.g. in catering, cleaning and horticulture).

“ Over the last 5 years the Prison Service has delivered £116m efficiency savings against baseline. ”

Objectives and Priorities for 2006-2007

The Service's success as a competitive provider rests on sustained and impressive delivery of results against agreed objectives and priorities. The Service is aware that its contribution is being placed under ever closer and more searching scrutiny and that it needs to strive for excellence in all that it does.

In consequence, a real and obvious priority for the Service in 2006-2007 was to meet fully the requirements and expectations of all its commissioners and partners as set out in of the NOMS-led Area SLAs, the SLA with the YJB and in other partnership agreements.

The Service's corporate priorities for 2006-2007 inevitably reflected the concerns of its commissioners and parent organisation, as well as its responsibilities as an Executive Agency and a major element of the CJS. The agreed priorities were as follows.

- Reducing Re-offending
- Decency
- Maintaining Order and Control
- Race and Diversity
- Security
- Prison Health
- Winning and Maintaining Business

The Approach to Delivery

The Service's approach to delivery is based on an operating model that allows appropriate discretion for operational managers and encourages and rewards the effort and contribution of all staff. The number and nature of awards and honours to Prison Service staff during 2006-2007 is set out in Appendix 6 and underlines the level

of excellence, professionalism and commitment that exists within the Service. The Service's ability to deliver against the targets agreed with Ministers is based on continuous refinement of its business planning process and a performance management framework of national and local targets, national standards and the corporate change portfolio to help translate its corporate strategy and corporate business plans into delivery.

“ *Despite the prisoner population increasing by approximately one third over the last 10 years, the Service's performance against target in 2006-2007 was the best ever.* ”

Key Performance Indicators

The Service's performance against its range of KPI targets is illustrated in the graphs shown earlier in this report. As the Director General sets out in his Foreword, the Service performed strongly during 2006-2007, despite the challenges faced. In fact, it was its strongest year ever. It met 9 of its top 12 delivery targets and only narrowly missed the targets for serious assaults, BME staff representation, staff sickness and the target set for minimising overcrowding. However, it improved on all of the first three missed targets compared to last year's performance and maximised its performance in limiting overcrowding (a function of population and beyond the Service's direct control).

“ The number of prisoners absconding during 2006-2007 was the lowest for 10 years. ”

Performance Standards

The Service works to a range (currently 59) of Prison Service Performance Standards. These cover the Service's activities and provide the qualitative dimension to the overall performance management framework and all of them are embraced as part of the new Area SLAs. In addition, the Service is working towards the NOMS-wide Offender Management Standard and standards set by the YJB.

During 2006-2007, the Service continued with its rolling review of all Prison Service Standards, to ensure that both the range of Standards and their individual content remained current and appropriate. The review process involves crucial input from Her Majesty's Chief Inspector of Prisons (HMCIP), NOMS Headquarters, the Prisons and Probation Ombudsman (PPO) and other important external stakeholders.

Prison Service Performance Standards are the basis of a comprehensive self-audit programme. In addition, Audit and Corporate Assurance select a range of Standards that contribute to the management of key risks and audit the 'critical baselines' within those standards. These are those elements of the Standards that are agreed with the policy leads to be most significant in terms of under-pinning the policy to be complied with. The Self-Audit Standard and certain specialist Standards are still audited in full and all the modules of the National Security Framework are audited.

Corporate Change Portfolio

The Corporate Change Portfolio (CCP) is used by the Service to help ensure that agreed strategy and priorities are delivered effectively and efficiently via a co-ordinated set of change programmes.

The Service has established a clear governance structure for planning and managing a CCP that flows from its Five-Year Strategy. The governance structure is led by the Change Programme Board (CPB), which has been operating for approximately three years and has developed an improved visibility of the change occurring across the Service.

The Service is a people-based business. The way that change is used to improve the organisation's performance is through the adjustment and improvement in behaviour by people as much as it is about systems and processes. Effective change is dependent upon hearts and minds. The portfolio of programmes seeks to reflect the human aspects of change as well as the adjustments to systems and method.

Governance and Risk Management

The Service maintains clear and robust governance and risk management arrangements, which are applied across the organisation. Proactive and dynamic risk management is a regular item on the Prison Service Management Board's (PSMB) agenda and a significant feature of the Service's approach to developing and implementing strategy. Key risks are discussed and actions for improving the management of those risks are taken; this has included escalating those risks associated with population pressures to the NOMS Board to ensure that it was fully sighted on the potential implications for the Service.

Risk management at an operational level is well established in the Service but the formal identification and management of key business risks is less so. It is part of business planning and performance reporting for all levels of the organisation and is steadily becoming better understood below Board level.

Reducing Re-offending – Some Success Stories

R, age 23 serving 4 years for drug-related offences. R's social background led to his offending behaviour – drugs were 'the norm' amongst his peer group. He presented himself as an intelligent and respectful young man. R's resettlement needs were identified (i.e. to cut ties with his previous peer group). He worked hard to find full-time employment and was supported by the multi-agency team on the Unit. R was released from custody with both full-time employment and accommodation.

R, age 29 serving 3 years for commercial burglary he was identified as a 'PPO'.* He required intensive support and supervision from the outset. He worked on a project for disadvantaged children as a community placement; displayed a change in attitude. On his release R started his own vehicle hire business. He has recently been taken off the PPO register.

* Prolific and other Priority Offenders

M was unable to write well when he arrived. 18 months later he had progressed from Entry Level, through Levels 1 and 2 and gained his Level 3 Open College Network Visual Arts just before discharge. Subsequently, his Probation Officer got in touch to let us know he had obtained a place at university.

K, age 38 served 8 years for Grievous Bodily Harm. He suffered from historic and current mental health issues. Intensive support and helped K to develop a coping strategy. A gradual exposure programme was used to reintegrate K into the community with on-going support from the staff and his doctor. K is now a Manager in a branch of a nationally recognised charity store.

J, age 34 serving 5 years for drug-related offences. On arrival his practical skills were identified and a community placement was arranged at a local wildlife trust. He excelled in his work at the trust, was awarded parole, resettled into the community and started his own wood-carving business.

J, age 31 serving 2.5 years for drug-related offences. Drug dependency issues were identified and a support programme was developed to address his needs. J worked hard and proved to all concerned (incl. himself) that he could maintain a drug-free lifestyle. Prior to leaving the Unit, J secured accommodation and full-time employment. He keeps in touch regularly, has a new long-term relationship and is leading life to the full!

G, age 47 serving 8 years for Grievous Bodily Harm. A 'larger-than-life' character who had been in and out of Prison for much of his life. He arrived with an arrogant attitude. A strategy was developed with G which broke the offending behaviour cycle. He participated actively in a local placement working with disadvantaged children, developing an excellent rapport with the clients. The staff and children at the placement were sorry to see G go. He was successful in finding well-paid full-time employment, having gained excellent references from the placement. He keeps in touch and is doing well back in the community.

Performance in 2006-2007

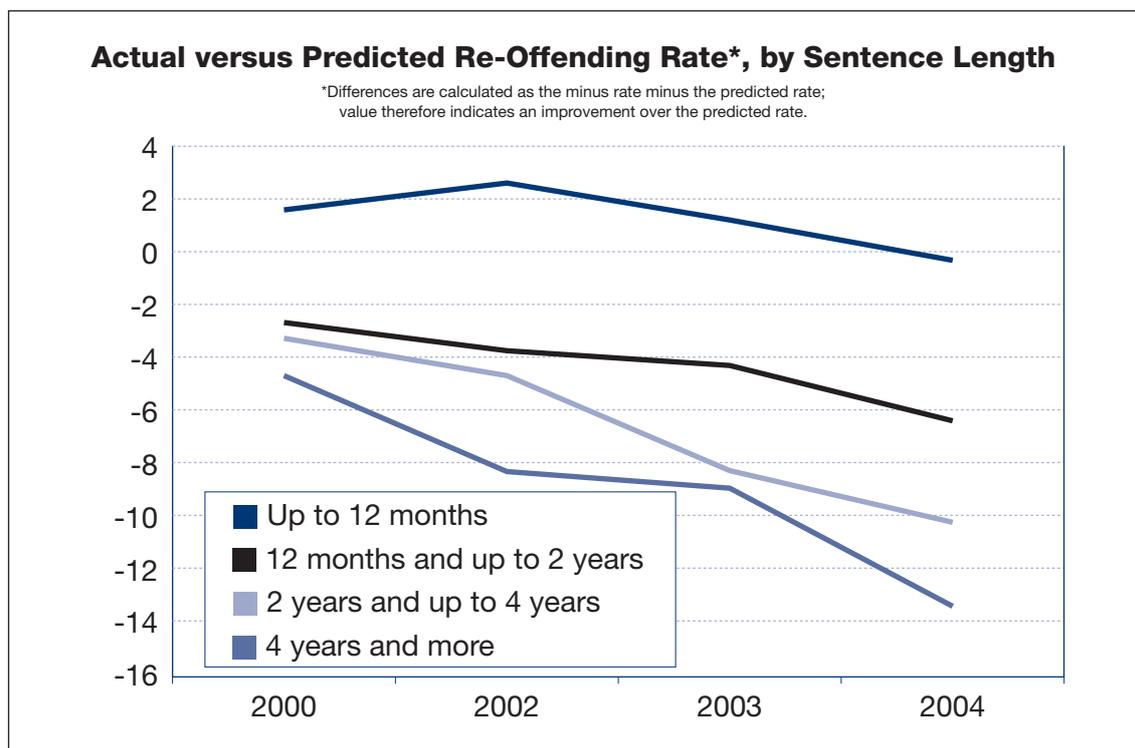
In 2006-2007, the Service delivered the vast majority of its objectives and met 9 of its 12 annual key delivery targets agreed with Ministers, despite a rising population and a greater proportion of more serious and violent offenders.

The Service's deliverables for 2006-2007 included the updated KPI targets agreed with Ministers, the Service Delivery Targets (SDTs) and other agreed outputs from the range of Area SLAS agreed with ROMs and the Service's own internal range of Key Performance Targets (KPTs). In addition, the Service continued to work within a framework of agreed and audited Performance Standards covering all of its main process and activities and designed to ensure high quality delivery of all its work.

What follows is a summary of the main actions and deliverables planned under each of the main priority headings.

Reducing Re-offending

The evidence that imprisonment helps reduce re-offending continues to grow. The graphic below illustrates the 'treatment effect' (i.e. the difference between the actual versus predicted re offending rates) across different groupings of sentence length.¹⁰



¹⁰ Data on re-offending rates have been provided by RDS-NOMS. RDS advise that conclusions based on predicted re-offending rates should be treated with caution. Predictions are based on known offender characteristics and do not take account of factors not included in their model such as drug/alcohol dependencies, education, health and housing.

It can be seen that since 2000 the positive effect on re-offending has continued to rise for all sentence lengths of a year or more. It now stands at 6.3% for the one year and up to two year group; 10.1% for the two year and up to four year group; and 13.4% for the four year and over group.

The Prison Service worked with the Probation Service and other partners across NOMS and in the community to begin to introduce the Offender Management model in prisons and develop effective interventions that support the National and Regional Reducing Re-offending Action Plans based on the 7 pathways¹¹ to reducing re-offending.

“ Today, over 125,000 children in England and Wales have a parent in prison. ”

Source: Action for Prisoners.

Objective and/or Target	Outcome
<ul style="list-style-type: none"> • Ensure that 35,870 prisoners have a job, training or education outcome on release. • Achieve 5,923 drug treatment programme completions. This represented an increase of 12.8% over the target for the previous year. • Under CARATs,¹² ensure that 52,449 prisoners have a substance misuse triage assessment completed. • Deliver 6,720 accredited offending behaviour programme OBP completions, including 1,160 sex offender treatment programmes (SOTP). • Ensure that 64,140 prisoners have an accommodation outcome on release. • Implement the Offender Management model for prisoners in custody building on lessons learned from the North West Pathfinders, the Sheppey Performance Improvement Programme and modelling work undertaken in 2005. 	<ul style="list-style-type: none"> • Target met – 36,501 prisoners had a job, training or education outcome on release. • Target met – 7,675 drug treatment completions were delivered. This represented an achievement of 29.6% in excess of target. • Target met – 57,603 prisoners had assessments completed. This represented an achievement of 9.8% in excess of the target. • Target met – 7,921 completions were delivered, including 1,160 SOTP completions. • Target met – 65,733 prisoners had an accommodation outcome on release. • Objective being pursued – the Service has pressed ahead and introduced Offender Management Units throughout and implemented training and awareness sessions.

¹¹ The 7 pathways from the National Reducing Re-offending Action Plan are: Accommodation; Education, Training and Employment; Mental and Physical Health; Drugs and Alcohol; Finance, Benefits and Debt ; Children and the Families of Offenders; and Attitudes, Thinking and Behaviour.

¹² CARATs – Counselling, Assessment, Referral, Advice and Throughcare – part of the drugs strategy

Objective and/or Target	Outcome
<ul style="list-style-type: none"> • Allocate resources to target offenders in accordance with ROM priorities as expressed through the Area SLAs. • Put Offender Management systems in place for prisoners sentenced to Custody Plus prior to implementation of this new sentence in November 2006. • Apply the OASys¹³ Risk Assessment tool, with full connectivity across Prisons and Probation, from 2006-2007. • Implement C-NOMIS (the National Offender Management Information System), which will enable real time case management of offenders in Prison and in the community. Roll out from July 2006. • Contribute pro-actively to the development and delivery of Regional Reducing Re-offending Action Plans for the 9 English regions and for Wales to meet commissioning priorities around the 7 Pathways for reducing re-offending. • Work with Commissioners and the National Probation Service to develop a co-ordinated and integrated menu of evidence-based interventions, which can be delivered seamlessly in custody or community depending on individual risk and need. 	<ul style="list-style-type: none"> • Objective delivered – All SLAs were agreed and targets and priorities met. • Action aborted following the decision not to proceed with Custody Plus. • Objective delivered, although there are process and cross-organisational issues to resolve. • Whilst the Sevice prepared for this as required, delays in development of this application meant that the original deadlines were not met. A limited version of C-NOMIS was implemented at one site, HMP Albany, in December 2006, with further limited implementation planned for 2007-2008. • Objective delivered – with high priority given to this task by all Prison Service Areas. • Objective being pursued – Latest results have begun to demonstrate the effectiveness of individual regimes and the overall contribution to reducing re-offending.

Parole and Licence Enforcement

In 2001 the House of Commons Select Committee of Public Accounts published a report about the early release of prisoners on parole. One of the Committee's conclusions concerned the timely processing of parole applications and referred to the fact that, in 1998-1999, the Parole Board's target for parole decisions to be notified two weeks before the parole eligibility date was met in only 58% of cases, leading to extra costs for the whole Prison Service, estimated at some £2.5million. The Committee noticed the subsequent improvements made by the Service and the Parole Board to reduce delays.

13 OASys – Offender Assessment System

To maintain the momentum of recent improvements, the Committee recommended that the Service should monitor the release dates of parolees against their parole eligibility dates, and publish the results together with an estimate of the cost of releasing prisoners late.

The Service and Parole Board accepted the Committee's comments and acknowledged the Committee's recognition of the efforts made to reduce delays, and last year, for the fifth time, reported its findings in its Annual Report. Of those prisoners awarded early release on parole in the fiscal year of 2006-2007, 79% were released on time; 18% were subject to late release due to risk factors and 3% were subject to late release because of administrative delays. The release of an offender on parole is subject to the release plan required by the Parole Board and release cannot occur until such time as all elements are in place. It is not appropriate therefore to include the notional cost to the Service brought about by risk based delays as such delays are often unavoidable and necessary to protect the public.

Based on the average daily cost¹⁴ of keeping a prisoner in custody and the average additional days spent in custody of those prisoners not released on time due to administrative delays, this suggests that on an estimate, the total notional cost of late releases in 2006-2007 was £89.6k.

The Service and NOMS are committed to maintaining and improving recent performance in relation to the early release of prisoners on parole.

During the last year the prison recall population has increased by 28% to 5,000¹⁵ (rounded down to the nearest 10) as at 30 March 2007 due to an increase in the number of offenders being recalled and the fact that prisoners sentenced to determinate sentences under the provisions of the Criminal Justice Act 2003 are liable to spend longer in custody if recalled.

In 2006-2007 11,231 offenders were recalled as opposed to 8,678 in the previous year. Of those, 98% of emergency recalls were processed within the target deadline of 2 hours (against a target of 100%) and 87% of standard recalls were dealt with inside the 24 hour target, against the target of 90%.

Recalls for offenders released on to the HDC scheme decreased this year to 2,002, down 23% from 2,632 in 2005-2006, with 100% being recalled within the 24 hour target. The lower numbers of recalls correlates with the lower numbers of offenders being released on to the HDC scheme during the year. In 2005-2006, approximately 16,800 were released on to the scheme; in the last year, 2006-2007 only approximately 12,800 were released on to the scheme; a reduction of 24%.

A number of legal challenges have been brought against the recall provisions during the last year. In the case of *Stellato*¹⁶, the House of Lords found that offenders sentenced for offences committed prior to the 30th September 1998 should not be subject to the release provisions under the 2003 Criminal Justice Act after recall. Effectively this meant they could not be placed on licence and liable for further recall during the final quarter of the sentence. Only a small number of offenders were affected by the ruling and this group will further diminish in time.

14 The notional costs associated with the late release of prisoners on parole, whether held in public or contracted-out prisons, has been based solely upon the average cost to the Service of the delay in releasing prisoners on parole from public prisons.

15 Data Sources and Quality – These figures have been drawn from administrative IT systems. Care is taken when processing and analysing the returns, but the detail collected is subject to the inaccuracies inherent in any large scale recording system and so although shown to the last individual, the figure may not be accurate to that level.

16 *R (Stellato) v Secretary of State for the Home Department* [2006] EWCA Civ 1639.

The Decency Agenda

The decency agenda – caring for and treating with respect everybody in the Service's care – is central to the Service's work. It continued to be a vital component in reducing the rate of suicide and helping to ensure the Prison Service establishes good race relations in its prisons.

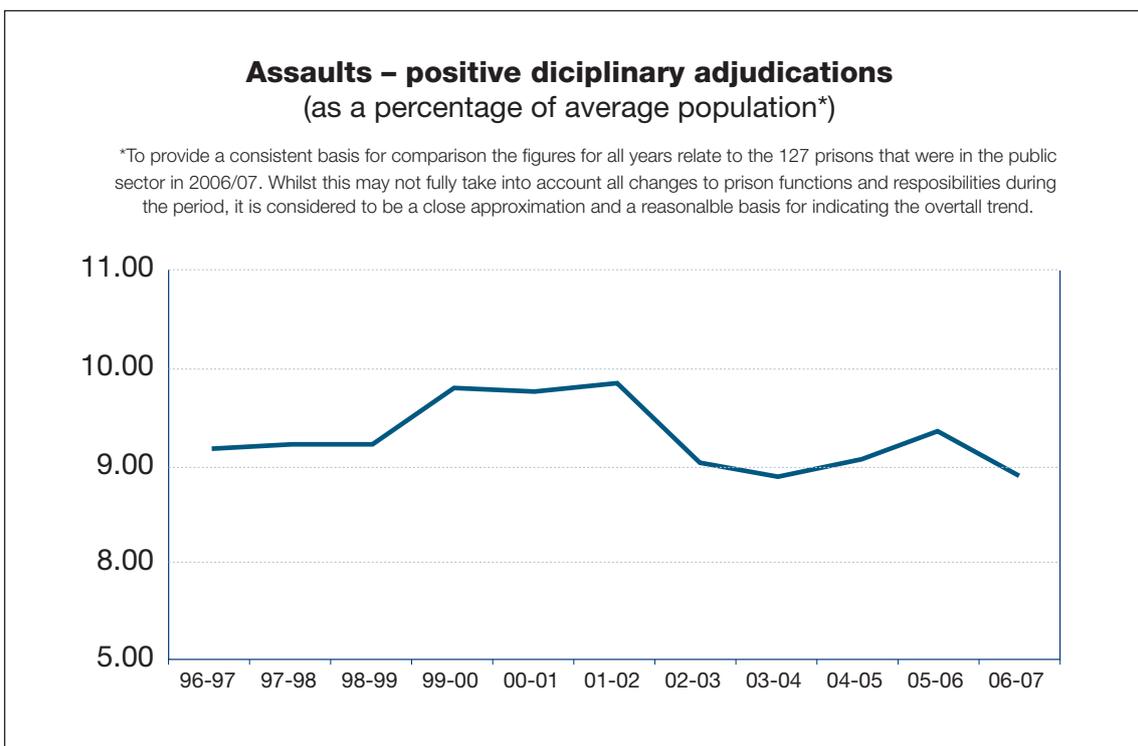
Objective and/or Target	Outcome
<ul style="list-style-type: none"> • Ensure that the rate of self-inflicted deaths in 2006-2007 does not exceed 112.8 per 100,000 of the prison population. • Reduce the number of serious assaults to below 1.53% of the prison population. • Reduce the number of those testing positive from random mandatory drug tests, expressed as a percentage of the population, compared to the 2005-2006 outturn. • Ensure that the number of prisoners held in accommodation units intended for fewer prisoners does not exceed 24% of the average population. • Ensure that regimes and treatment of prisoners by staff are lawful. 	<ul style="list-style-type: none"> • Target met – the achieved rate was contained to 96.3 per 100,000 of the prison population. • Target not met – the final figure was 1.66% of the prison population. (However, see below) • Target met – the final outturn was 8.6% of the population compared to a target figure of 10.3%. <ul style="list-style-type: none"> - The Service's performance on mandatory drug tests (MDTs) has continued to improve. The rate of positive tests has now fallen to 8.6%, from nearer 12% a few years ago and over 20% 10 years ago. This means that of the 52,000 or so MDTs conducted during the year, just over 4,500 were positive. - Within these figures it is worth noting that the rate of those testing positive for the use of opiates has also reduced over time, from 5.4%¹⁷ in 1996/97 to 3.8% in 2006/07, a reduction of over 25% in the level of opiate misuse as measured by MDTs. This has been achieved despite the continuing high levels of those coming into prison with a serious drug misuse problem. • Target not met – the final figure was 24.1% of the prison population, which was nevertheless a commendable result given population pressures that were beyond the Service's control. • Objective being pursued – In all cases, the Prison Service sought to ensure that this was the case.

¹⁷ The figure of 5.4% relates to the whole prison system as separate figures for the public sector are not available, but is a good approximation for the public sector prisons. The figure of 3.8% relates to public sector prisons only.

Objective and/or Target	Outcome
<ul style="list-style-type: none"> • Meet all agreed standards including: <ul style="list-style-type: none"> - Provide clean, properly equipped and properly maintained facilities. - Ensure prisoners receive prompt attention to their proper concerns. - Provide prisoners with a regime that gives them adequate time out of cell, with the chance to mix with others, enough access to visits, phone calls, letters and real opportunities for constructive occupation and self-improvement. • Treat prisoners fairly and equally, no matter what their colour, race, religion or sexual orientation. 	<ul style="list-style-type: none"> • Objective being pursued – reports from HMCIP, taken together with the outcome of standards audits indicate that in the vast majority of instances the Service is providing the required environment and regimes. • Objective being pursued – results from prisoner surveys, complaints and regular monitoring demonstrate that good progress is being achieved.

Whilst the KPI target for serious assaults was not met during 2006-2007, it is important to note that the rate of serious assaults did not increase during the year. Rather the target for 2006-2007 was set to achieve a significant decrease and it is that which has not been met. In actual fact the rate of serious assaults during 2006-2007, at 1.66%, was almost unchanged from the rate of 1.67% recorded the previous year.

The current KPI for serious assaults has been in use since 2003-2004. A longer term view of the level of assaults can be gained by looking at the previous KPI assaults measure, namely assaults that result in a ‘guilty’ adjudication measured as a percentage of the average population. Analysis of this measure, see below, indicates that the rate of ‘guilty’ adjudications for assault has remained reasonably steady over the last ten years or so.



Maintaining Order and Control

Without ordered, controlled and safe prisons none of the Prison Service's other work can be done successfully. The emphasis was on ensuring effective and appropriate relationships between staff and prisoners, ensuring that regimes are positive and that prisoners were given the opportunity to progress. Optimum use was made of schemes like incentives and earned privileges (IEP) and the Violence Reduction Strategy was used to support order and control.

Objective and/or Target	Outcome
<ul style="list-style-type: none"> • Ensure effective and appropriate relationships between staff and prisoners. • Optimise use of incentives and earned privileges. • Apply the Violence Reduction Strategy. 	<ul style="list-style-type: none"> • Objective being pursued – This is a continuous process, but effective staff/prisoner relationships are at the heart of the Service's approach. • Objective delivered – These were applied as judged appropriate • Objective being pursued – The indications from HMCIP and audit reports are that those establishments with robust violence reduction strategies are able to demonstrate measurable improvements.

Race and Diversity

The Service continued to work towards achieving a more diverse workforce and eliminating discrimination in any form from its policies and practices. This work was managed through a Race Equality Scheme and the development of performance targets in this area and through a new single equality and diversity scheme for staff. The Service's target for the number of BME Staff as a proportion of all staff was narrowly missed. However, the Service still improved in this area compared to the previous year's performance. Impact Assessments were planned to encompass all diversity strands including race, gender, sexual orientation, age and faith ensuring that work moves beyond mere compliance with legislation.

Objective and/or Target	Outcome
<ul style="list-style-type: none"> • Implement Phase 2 of the Race Equality Action Plan. • Respond to the findings and recommendations of the Mubarek Inquiry. • Complete the process of undertaking impact assessments for all areas of policy/practice. • Ensure that the number of minority ethnic staff in the Prison Service, expressed as a proportion of the total workforce, is at least 6% of the workforce by April 2007. • Ensure that the Race Standards and KPTs for both prisoners and staff are met. 	<ul style="list-style-type: none"> • Objective being pursued – The Race Equality Action Plan Phase 2 was agreed and is being taken forward. • Objective being pursued – The 33 Prison Service owned recommendations from the Mubarek Inquiry are embedded within the Race Equality Action Plan Phase 2. • Objective delivered – Establishments and policy leads completed 1,250 impact assessments of the priority areas identified in the Race Equality Scheme (RES) and these were published in the Prison Service Associate Race Equality Scheme Annual Report 2005-2006. • Target not met – the proportion of minority ethnic staff at the end of 2006-2007 was 5.91%. However, in terms of actual numbers of BME staff recruited for 2006-2007 there were encouraging signs that the approach taken by the Service is yielding good results. Recruitment figures show that of 5,765 staff recruited (including 661 staff who did not declare their ethnicity) the proportion of BME staff was 7.3%. Applying the Home Office methodology of excluding staff who did not declare their ethnicity, the proportion of BME staff recruited was 8.3%. In both instances, this is above the 7% economically active BME population in communities surrounding Prison Service sites across England and Wales. • Target met – The target of 70% for prisoners was exceeded with an average score per prison of 74.4% (compared to 65.4% for the previous year) and with 50% more prisons reaching this target. The single most important indicator of performance remains the perceptions of prisoners in our care and this measure holds the strongest correlation to overall performance. Similarly, performance against the staff race measure has increased from 60% to 77%.

“Escapes from prisons have fallen from 238 in 1992-1993 to just one in 2006-2007.”

Security

In 2006-2007, the Service delivered its best security performance ever with no Category A escapes, only 1 escape from prison and only 6 escapes from Prison Service escorts. Security is the bedrock of our performance and vital

to protecting the public. There was a continued emphasis on providing pro-active, intelligence-led security, on preventing escapes and on ensuring that the public were not placed at unnecessary risk as a result of the actions or inactions of the Prison Service.

Objective and/or Target	Outcome
<ul style="list-style-type: none"> • Ensure no escapes of Category A prisoners. • Ensure that the number of escapes from prisons and escorts undertaken by Prison Service staff, expressed as proportion of the average prison population, is lower than 0.05%. • Implement the Escapes Delivery Plan. • Apply the National Security Framework and ensure the proactive management of Local Security Systems. 	<ul style="list-style-type: none"> • Target met – There were no escapes of Category A prisoners. • Target met – There were only 7 escapes from prisons and Prison Service escorts, producing a final outturn of 0.010%. • Objective delivered – Both in terms of the rate and the actual number, 2006-2007 was the lowest year for escapes since this became a Key Performance Indicator. • Objective delivered – All Local Security Strategies were completed in 2006-2007 and plans made for a major review of the National Security Framework in 2007-2008.

Prison Health

From April 2006, PCTs formally took full commissioning responsibility for the delivery of healthcare services for offenders in England.

The Government is committed to an ongoing programme of work to improve the organisational development and delivery of health services across the whole of the CJS to ensure that offenders have access to the same quality of health care and health promotion as the population as a whole. The Prison Health Team is an integral part of both the Department of Health (DoH) and the Prison Service, with explicit joint ownership. It works in partnership with the National Assembly for Wales, and aims to develop and maintain effective working relationships with other statutory, private and voluntary bodies with an interest in prison health.

All offenders are now screened at the point of reception into prison and those at risk of having a mental health problem, or vulnerable to suicide, may be referred for a mental health assessment by one of the 102 in-reach teams which now provide services to all establishments.

A new development in drug treatment for prisoners, an Integrated Drug Treatment System (IDTS), has been developed jointly by DoH and the Home Office (HO). The aim of this service is to provide a more effective and needs-based treatment in prison through the closer integration of prison clinical services with CARATs.

“ More than 350 specialist mental health professionals work with prisoners. ”

Source: Home Office

“ 70% of prisoners have two or more mental health problems. ”

Source: NACRO (National Association for the Care and Rehabilitation of Prisoners)

Objective and/or Target	Outcome
<ul style="list-style-type: none"> Ensuring offenders have access to the same quality of health care and health promotion as the general population. 	<ul style="list-style-type: none"> Objective being pursued – The commissioning arrangements promote closer relationships with the local CJS and community safety arrangements, improving ‘end to end’ care matched with increased investment from £118m in 2002-2003 to nearly £200m in 2006-2007.

Objective and/or Target	Outcome
<ul style="list-style-type: none"> • Facilitating efficient and effective use of Prison Service and NHS resources when delivering health care to offenders. • To ensure that effective evidence-based mental ill health prevention, early intervention, assessment, treatment and ongoing support are available at all points through custody. • Develop and introduce a new Health Standard. 	<ul style="list-style-type: none"> • Objective being pursued – A twelve month study of prison healthcare escorts and bed-watches was completed in November 2006 detailing how clinical services are delivered in this area. The next phase of the programme will prepare good practice guidance. Local partnership arrangements are also in place to oversee the delivery of programmes in line with the national partnership agreement. • Objective being pursued – Investment (£308k in 2006-2007) in four Close Supervision Centres (CSC) at Whitemoor, Wakefield, Woodhill and Long Lartin (as well as beds in other high secure settings) to deliver mental health care in secure accommodation as the only option for these offenders. • For dangerous people with severe personality disorder, DoH and HO have invested in special secure services (400 places) in 2 high security prisons and 1 female prison. • Objective being pursued – A new draft standard has been developed but needs some final amendments before it can be introduced. • HM Inspectorate of Prisons (HMIP) and the Healthcare Commission have been working in partnership by virtue of a Memorandum of Understanding to monitor healthcare standards in prisons. HMIP continues to inspect and report on the health outcomes for offenders in all public sector establishments. The Healthcare Commission now includes prison health services in its assessment of the effectiveness of the PCTs commissioning arrangements. • Prison Health is currently working on the development of new prison health performance indicators for implementation from 2007-2009 to replace the existing star rating system.

Objective and/or Target	Outcome
<ul style="list-style-type: none"> • To significantly improve the speed and efficiency of transfer for prisoners with acute mental health problems that cannot be treated in prison. • A work-based training programme to improve the skills and competencies of prison staff to raise mental health awareness (MHA) and to support the implementation of Assessment, Care in Custody and Teamwork (ACCT). • To develop, by June 2006, a prison flu pandemic plan. • Develop, by October 2006, an integrated primary and social care strategy in line with the White Paper "Our health, Our care, Our say". • Develop, by December 2006, new commissioning arrangements in line with a "patient led NHS". • Begin to implement the 5-year "HR in the NHS Plan – A Prison Perspective" strategy (final completion scheduled for March 2010). • Integrate the Prison Health workforce into mainstream NHS workforce planning and modernisation activity. • Develop an Education and Training Framework for prison health care staff to incorporate wider Health and Social Care in Criminal Justice (HSCCJ) partner agencies. 	<ul style="list-style-type: none"> • Objective being pursued – In 2006, 31% more prisoners with mental illness too severe for prison transferred to hospital than in 2002. In December 2006 compared to December 2002, the number of patients transferred to hospital increased by 10% and the number of patients waiting for more than 3 months for a transfer to hospital reduced by 12%. • Objective being pursued – A two-day MHA training programme has been developed to support ACCT and ongoing training courses are being delivered. • Objective delivered in January 2007 – The DoH is now taking forward further work in conjunction with the Health Protection Agency and Ministry of Justice. • Objective being pursued – the primary and social care strategy has been incorporated into the Offender Health and Social Care Strategy for publication in Autumn 2007. • Objective delivered – commissioning guidance has been produced and is being incorporated into the DoH commissioning guidance on health and wellbeing. DoH overall timescale of July 2007. • Objective being pursued – Large scale evaluation of strategy to be completed by 2007. Overall target to deliver by 2010 on target. • Objective being pursued – Offender Health and Social Care Strategy will ensure Primary Care Trusts review their existing workforce arrangements. • Objective being pursued – Part of overall workforce strategy and incorporated into Care Service Improvement Partnership service level agreement to be completed in March 2008.

Objective and/or Target	Outcome
<ul style="list-style-type: none"> • Improve the skills and competencies of staff working in prison health care and across the criminal justice sector in relation to the management and sharing of health related information, by December 2006. • Begin to implement the Integrated Drug Treatment System across England and provide support to Wales (final completion scheduled for April 2008). • Facilitate the development, by August 2006, of local IDTS Steering groups to bring together local partners. • Address the primary public health and social care needs of asylum seekers. • Agree, by October 2006, a programme of work to help identify those with learning disabilities in prison and pilot services to support them whilst in prison. • Roll out, by December 2006, best practice/guidelines to assist in the development of services for older prisoners and those with physical disabilities. • Assist the implementation, by July 2006, of the reception screening programme for health, substance misuse and mental health and the clinical management of substance misuse in juveniles. 	<ul style="list-style-type: none"> • Objective delivered – Safe and Secure guidance updated and 400 training places taken on 2006-2007. An additional 450 places will be made available in 2007-2008. • Objective being pursued – DoH invested £12m for 45 prisons from July 2006 onwards, for enhanced clinical drug treatment services; 17 of these received additional NOMS funding to deliver the full IDTS service. DoH allocated £7.8m directly to PCTs, the balance funded the costs of nationally commissioned training, evaluation, clinical, regional, project management support and small works to assist implementation of the programme. • Objective delivered – Regional steering groups established and reporting to national group. • Objective being pursued – DoH and the BIA have set up a formal joint Clinical Governance Group to oversee issues in relation to healthcare. • Objective being pursued – Programme incorporated into Offender Health and Social Care Strategy. Learning disabilities handbook for offenders published February 2007. Learning difficulty tool evaluated as not fit for purpose. • Objective being pursued – Programme incorporated into Offender Health and Social Care Strategy. • Objective delivered – This project is due to be handed over to Offender Health from the YJB, in July. Following handover, an implementation plan will look at the options for implementing the project across the secure estate through into 2009.

Objective and/or Target	Outcome
<ul style="list-style-type: none"> • Complete roll out of health and well being project for juveniles. 	<ul style="list-style-type: none"> • Objective being pursued – Programme – incorporated into Offender Health and Social Care Strategy.

Winning and Maintaining Business

The Service aims to be the provider of choice wherever it is asked to compete for business. To succeed, the Service is constantly seeking new and better ways of using tax payers' money efficiently to provide high quality custodial services.

To face the challenges ahead, the Service has been reviewing its organisation and approach and evaluating new IT and other new ways of working.

“ The Service’s HQ headcount is just 2.3% of total staffing, with plans to reduce this still further to 1.8% by 2008. ”

Objective and/or Target	Outcome
<ul style="list-style-type: none"> • Drive forward the ‘Contestability and Transition to NOMS’ programme, which is led by the Director General personally and comprises a number of work stream projects designed to review, energise and reform the Service’s approach in key areas. • Provide high quality, integrated ‘through the prison gate’ offender services delivered in decent and well-managed prisons that represent good value for money. 	<ul style="list-style-type: none"> • Objective being pursued – Work has gone forward on sharpening the provider input to commissioning, pursuing continuous improvement programme and elements of re-structuring. This programme was always intended to extend beyond 2006-2007. Part way through the year it was decided to merge this programme with the Resource Strategy Programme and create the more broadly based Organisational Effectiveness Programme. • Objective being pursued – via the series of SLAs agreed with ROMs and in conjunction with delivery partners.

Objective and/or Target	Outcome
<ul style="list-style-type: none"> • Enhance the existing and very successful Performance Improvement Strategy to take into account the needs of the commissioners and the development potential of the Prison Service. • Identify and celebrate performance success through recognising and rewarding high performers. • Respond flexibly and positively to the needs of all commissioners (including ROMS, LSCs, PCTs and the YJB) while, at the same time, ensuring the Prison Service only agrees to deliver services that are properly resourced and do not expose the Service to unmanageable or unspecified risks. • Ensure that there remains a strong focus on business continuity and that the core work of protecting the public, providing decent care for prisoners and providing opportunities for them to develop the necessary skills to lead law abiding lives on release is properly supported and delivered effectively. 	<ul style="list-style-type: none"> • Objective being pursued – After a brief gap following the Sheppey Performance Test, the successful Performance Improvement Planning process (PIP)¹⁸ was re-introduced with the support of the trades unions. Ten additional PIP projects are under way. • Objective delivered – Exceptional performance at HMPs Bedford, Manchester, Sudbury, Usk/Prescoed and Wayland was recognised by the award of High Performing Prison status during 2006. The significant progress achieved by HMPs Holloway and Kirkham was recognised with a joint award for ‘Most Improved Prison’. • Objective being pursued – SLAs with ROMs, YJB and others were put in place. To better inform and support this, further work was undertaken improve costing and reporting mechanisms. • Objective being pursued – Improvement will remain a continuous approach, but performance against target, audit results and emerging evidence of the impact of the Service’s work on reductions in re-offending were all evidence of the progress being achieved.

18 PIP – Performance Improvement Planning. Part of the Service’s benchmarking process designed to compare and improve the performance all establishments.

Corporate Change Portfolio

The Corporate Change Portfolio (CCP) is the framework for ensuring that agreed strategy and priorities are delivered effectively and efficiently via a co-ordinated set of programmes. The range of programmes included in the CCP at the start and end of 2006-2007 is shown below, together with a summary of action taken and progress achieved.

C-NOMIS Programme

This is a NOMS-led programme. C-NOMIS represents the single most important IT system for the new NOMS organisation and is being designed to support end to end offender management. It is intended to play a major part in the development of the Offender Management Model. Once implemented, it will replace several flagging legacy systems. During 2006-2007, the Prison Service put in place resources and infrastructure to ensure that the implementation could proceed as planned. Unfortunately, a number of design problems were encountered during 2006-2007, which prevented the intended roll-out to all prisons. An early version of the system was implemented at HMP Albany on the Isle of Wight and a revised development and roll out schedule has now been devised.

Contestability and Transition to NOMS Programme (now subsumed by the Organisational Effectiveness Programme)

This programme was created to commission and take forward the range of actions needed to help the Prison Service develop into its changed role of provider and compete effectively in the new NOMS environment. Good progress was achieved across the various work streams throughout the year, with careful management of the interrelationships between this and other change initiatives such as the People Strategy Programme and, in particular, the Resource Strategy Programme. The links with the Resource Strategy Programme became so close that the Change Programme Board decided it was sensible to merge the two into a new Organisational Effectiveness Programme. At the end of the year, the main focus of that new programme was the identification of cashable savings as part of the Carter Value for Money Review.¹⁹

Information and Communication Technology (ICT) Programme

This programme was introduced during the course of 2006-2007 to help re-focus and take forward the Service's future vision for ICT and make more overt and secure the links and dependencies between the key elements of the ICT strategy and other corporate objectives and priorities. Those key elements include: ensuring that investment in ICT will enable and support business change; providing robust management information to underpin sound decision-making; and exploiting new opportunities to maximise business benefit.

During 2006-2007 ICT provided a platform for the launch of the Shared Service Centre supporting processes for HR, finance and procurement and led the stabilisation of the infrastructure and the establishment of the the Service's ICT programme. It was also at the heart of the Quantum²⁰ Refresh programme.

19 Carter Value for Money Review – a review set up by the Home Office and led by Lord Patrick Carter to establish the Prison Service's ability to deliver cashable savings in line with budget projections and linked savings targets.

20 Quantum – the ICT framework contract between the Service and EDS plc

The working partnership between The Service's Information and Communications Technology Group and NOMS Offender Information Services was codified in a memorandum of understanding. The Service's ICT Group is responsible for computer and telephony systems used by the Service, while NOMS OIS is responsible for the overall strategic, contractual and commercial framework for ICT across NOMS.

The Prison/Health Partnership Programme

This programme of activity for transferring health care to primary care trusts was already well-advanced at the start of 2006-2007 and was brought to a close in May 2006 following the successful transfer of responsibility to PCTs.

“ In its first year of operation the Shared Service Centre handled over 60,000 calls, over 500,000 items of mail, paid 110,000 expense claims and processed over 320,000 invoices. ”

The Phoenix²¹ Programme (including Finance, HR and Procurement)

The Phoenix Programme is now transforming the way the Service manages and delivers its HR, finance and procurement services. A shared service approach has been adopted for all three functions, underpinned by Oracle Enterprise Resource Planning (ERP) software.

November 2006 saw the official opening of the Shared Service Centre building in Newport, South Wales

(it had become operational in May 2006). The opening was performed by Sir Peter Gershon, author of the Gershon²² review into public sector efficiency. He commented: “It is heart warming to come here and see this centre in operation, it is very much a role model for what I had in mind in my review and I'm sure it will go from strength to strength.” He added that it would act as a role model for the wider public sector.



The Prison Service's Shared Service Centre (SSC) at Newport, South Wales

21 Phoenix – the name given to the new ERP software

22 Gershon Review – “Releasing Resources for the Front Line: Independent Review of Public Sector Efficiency”. A review led by Sir Peter Gershon as part of the Government's 2004 Spending Review.

The rollout was carefully phased, enabling the organisation to build on lessons learned and to manage what was (and is) a substantial change for staff.

The Shared Service Centre is now providing all finance services and processing all staff expenses. The majority of the estate is now using the new procurement and accounts payable service. Although early days, the benefits are already being realised in terms of staff savings. In addition, greater visibility of spending patterns is enabling procurement to negotiate better terms and cost savings with suppliers.

Despite infrastructure problems leading to the withdrawal of the Oracle system for a short time late in 2006, the rollout programme was quickly restored and thanks to an effective contingency process, operations were not impacted significantly. The rollout of the procurement and accounts payable changes are now set to complete in the summer of 2007.

The first phase of the new HR service began its pilot in Autumn 2006, and rolled out incrementally over 5 months to sites in the West Midlands and Headquarters. This was a significant challenge for establishments and was only made possible by the efforts of governors and their staff. The new HR service will be fully implemented in 2008.

The Race Equality Programme

The report from the Zahid Mubarek Inquiry was published in June 2006, making 88 recommendations. The Director General welcomed the report as thorough and fair, but acknowledged that it made uncomfortable reading in exposing the failings that contributed to Zahid's death. He committed the Service to ensuring that Zahid's death marks a turning point in the Service's handling of a number of areas of prison life, including tackling racism and religious intolerance. There were 33 recommendations that are owned by the Service and these were included in the Race Equality Action Plan (REAP).

Action continued on the programme of work set out in Phase 2 of the REAP, which is driving this major programme of organisational change (There are separate diversity strands for gender, sexual orientation, age and faith). The key policy document on race equality, Prison Service Order (PSO) 2800, was comprehensively revised and reissued in September 2006. A Staff Diversity and Equality Group was formed to take forward work on a single Staff Equality Scheme. The Phase 2 REAP was adjusted to include all the remaining work agreed with the Commission for Racial Equality (CRE), and the areas for development identified by HMCIP in 'Parallel Worlds', their thematic report on race relations. Progress on this plan was reviewed internally on a six weekly basis and, from February 2007, was made subject to scrutiny by the Minister and CRE Commissioner three times a year.

Two targets – on operational and staff race equality – were introduced for establishments. The operational KPT is an innovative attempt to measure delivery on race equality using a combination of indicators, including process measures (audit scores), perception measures (surveys of prisoners and visitors) and outcome measures (ethnic monitoring data). These targets have focused management attention on collecting data and driving up performance in this area.

The Reducing Re-offending Programme

(now re-scoped as the Offender Management Programme)

This programme encompasses the introduction of the Offender Management Model and, alongside that, significant change and improvement over time in terms of regional action plans, MAPPA,²³ partnership working, and other issues. The increasing use of an end-to-end analysis of the processes involved has changed the scope and focus of the Service's work already as it works more and more across organisational boundaries. The Service is taking a proactive programme-based approach to carrying forward agreed intervention targets.

“ *The staff to prisoner ratio has reduced significantly in recent years. For every 100 prisoners the Service is now operating with 6 less operational staff than it was in 2000-2001.* ”

The Resource Strategy Programme

(now subsumed by the Organisational Effectiveness Programme)

In its original form, this programme provided the Service's main top down thrust on driving out efficiencies, savings and other benefits, with initiatives taken forward in terms of a clear view of what was/is desirable and achievable rather than a simple brigading of what was offered. Although the programme was subsumed by the new Organisational Effectiveness Programme part way

through 2006-2007, the work on savings and efficiencies continues and, as noted on the Home Office Departmental Report 2007, the Service had again met its savings target for last year.

The Capacity Programme

This programme was put in place at the end of last financial year to provide the means for the Prison Service to play its part in delivering the additional capacity required by the NOMS-led building programmes. The programme will manage the Service's involvement in the operational delivery of the 8,000 place programme, which begins with the opening of the new accommodation in June 2007 and runs until its planned completion in May 2012. It also assumes oversight of the accommodation that is being brought into use in 2007 from previous programmes which started in 2004.

The Offender Learning and Skills Programme

This programme encompassed the range and sequence of work needed to switch responsibility for delivering education and vocational training to the LSC. The process was completed successfully in July 2006, with the LSC assuming responsibility for planning and funding learning across all of England. Separate, but broadly similar arrangements – via the Director of Offender Management – apply in Wales. The Service continues to make a significant contribution to the reducing re-offending agenda through its ongoing delivery of learning and work experience through industries and other prison activities (such as catering, cleaning and horticulture). The Service again played a full part in the development of the action plan set out in ‘Reducing Re-offending Through Skills and Employment: Next Steps’, the follow-up document to the 2005 Green Paper. It is also fully engaged in the process for implementing this reforming agenda.

“ I can write home now. ”

Comment from a prisoner at HMYOI Rochester.

“ Perhaps the most heartening successes I can report this year have been achieved in prison learning and skills. ”

David Sherlock CBE,
Chief Inspector of the Adult Learning Inspectorate in his Annual Report published in December 2006.

The Safer Custody Programme

This programme embraces the broad spread of work and evaluation aimed at mitigating the risk of self-inflicted deaths and self-harm amongst prisoners and reducing all forms of violence. The introduction of specific tools to assist staff in identifying, assessing and managing prisoners at risk to themselves or to cell-mates has continued, in tandem with work to embed safer custody in all walks of prison life. A key aim is to lessen the distress that can lead to self-harm or other violence.

The implementation of the Assessment, Care in Custody and Teamwork (ACCT) care planning system was completed, aimed at placing a greater focus on assessing and responding to individual prisoner needs. There was associated training provided for all staff and the introduction of Assessors and Case Managers. A reviewed and revised Violence Reduction Strategy was also introduced.

The target for minimising self-inflicted deaths for 2006-2007 was met. Indeed, the number of self-inflicted deaths was the lowest since 1996-1997. The target for serious assaults was not met and it remains the case that reducing numbers of recorded serious assaults incidents and achieving better management of self-harm are challenging objectives.

The People Strategy Programme

The vision for this programme is to drive a major change in the way the Service develops, supports and rewards staff through a number of projects delivered under the People Strategy.

The financial year 2006-2007 saw the start of a project to implement a new HR operating model to fundamentally change the shape and delivery of HR in the Service. In pursuing this approach the Service has positioned itself at the forefront of HR across the public sector. The HR Operating Model means that all transactional HR services (such as employee records and pay changes) will transfer from personnel teams in establishments to the new Shared Service Centre in Newport. This will improve consistency in delivery, bring down the cost of HR delivery, streamline processes and provide a single point of customer contact on HR issues for all members of staff. Within prisons and at Area level, strategic workforce planning and development will be delivered by new HR Business Partners and Area HR and Organisational Development Managers. The changes made to HR will also enable significant reduction in staff numbers in the central HR Directorate as part of the broader commitment to reducing staffing levels in central government. These savings will be delivered during 2007-2008.

To underpin operational performance, it is essential that the Service has effective provision of learning and development opportunities for staff to ensure they have the necessary knowledge and skills to carry out their role. In 2006-2007, significant changes to the learning and development framework were initiated through the Professionalising the Prison Service project, part of the People Strategy Programme. The changes will result in a framework for the delivery and development of high-quality learning and development programmes which will be quality assured and externally accredited. The delivery and administration of training will be transferred to the Shared Services Centre during 2007-2008 with quality assurance and curriculum development becoming the focus of the Learning and Development team within the newly transformed HR Directorate.

In January 2006 the PSMB agreed funding for the introduction of the Custodial Care National Vocational Qualification (CCNVQ). All new recruits beginning their Prison Officer Entry Level Training (POELT) from 1st September 2007 will be required to achieve the qualification within 12 months. The pilot phase of the CCNVQ will run for one year from 1 September 2007 and will be subject to objective, independent review to identify any issues that need to be addressed before full roll-out commences.

In April 2006, a dedicated team was formed within the HR Directorate to focus on staff diversity and equality issues and the development of a Single Staff Equality Scheme. Delivery of this new scheme will be driven forward through the Diversity Delivering Benefits project under the People Strategy Programme.

The Quantum Refresh Programme

The scope for this programme was to upgrade and update the Service's network, desktop and associated equipment. By the end of 2006-2007, the agreed schedule of 'refresh' had been substantially completed, with just a small number of residual issues to be concluded before the programme could be closed off on a formal basis.

The Young People Programme (covering prisoners aged 15 to 17)

This programme is focused on the identified change elements from the SLA agreed between the Service and the YJB and on developing further the partnership relationship with the YJB. Good progress was made during 2006-2007, although some change issues extend beyond the timescale of the annual SLA.

Organising for Delivery

Developments in Leadership and Management

The Prison Service recognises that continuous improvement in a challenging and changing environment can only be delivered through skilled and effective leaders and managers.

The Service offers a number of programmes accredited with the Institute of Leadership and Management and is strengthening its commitment to developing managers at all levels. Pilot projects to deliver an Introductory Certificate in First Line Management, the Introductory Diploma in Management and the Diploma in Management have been delivered successfully and provision will be expanded during 2007.

Equality in pay and grading

In 2006-2007 the Service embarked upon a large-scale project to develop a bespoke service-wide Job Evaluation System (JES) to underpin fairness and equality in our reward systems.

The JES has been developed and tested by evaluating over 800 jobs to reflect and capture accurately the wide range and responsibilities of jobs in the Service. The model will be further tested and discussions with Trades Unions are on-going. During 2007-2008, work will commence to assess the options for the implementation of JES and any associated changes to our pay and grading structures, in consultation with Trades Unions.

The outcome of the 2006-2007 Prison Service Pay Review Body process has assisted the Service to move to implementing more modern pay structures. The recommendations include a restructuring of the prison officer pay scale to a new 7-point scale and a restructuring of the pay ranges for Governing Governors and other operational managers within a new 21-point spine. These shorter pay scales move the Prison Service to a position of greater compliance with employment legislation to ensure that our staff groups receive fair and equitable pay. However, the Prison Service was disappointed not to be able to provide a better offer than was subsequently implemented for the non-PSPRB remit group, owing to constraints on funding, overall earnings-growth controls set by Government and the implications for this remit group of the on-going implementation of the 2006 equal pay settlement concerning administrative staff.

Employee relations

Effective employee relations are essential to the Service's on-going success. It is important that the views of staff are represented through positive and effective mechanisms for consultation and negotiation.

Existing structures such as local and national Whitley meetings have facilitated consultation at a time of significant pressures on the Service. The need to initiate formal disputes procedures at local and area level has remained consistently low, demonstrating the effectiveness of positive partnership working within prisons.

At a national level, significant changes have also been developed and agreed with Trades unions. Engagement between the Service and the Prison Governors Association (PGA), Prison Service Trade Union Side (PSTUS) and Prison Service Joint Industrial Council (PSJIC) has been positive and constructive. Engagement with the Prison Officers Association (POA) remains positive at local level but several high profile disputes on national issues have strained relationships. Whilst these high profile disputes (on issues such as the independence of the Pay Review Body and additional hours working) were an obvious focus of attention during the year, this masks much positive engagement on areas such as occupational health and safety.

Finance/Resource Issues

During the year the Service had considerable pressures on its resources. These were mainly driven by bringing additional capacity into use and the continuing increases in the costs of utilities that affected all prisons. Following a detailed review of the Service's financial information by the NOMS and the central Home Office finance teams, additional funds totalling £85 million were made available.

The final resource outturn for the year was £1,932 million which was in line with forecasts and contained within the overall budget delegated to NOMS by the Home Office.

The capital expenditure within the Prison Service was again low in 2006-2007. (The bulk of capital expenditure is related to construction projects which are now handled by the Custodial Property Unit within NOMS). During 2006-2007 capital expenditure within the Prison Service was £17m. Two major programmes continued – the establishment of the Shared Service Centre in Newport, and the ongoing programme of replacing and updating kitchen and laundry equipment in prisons.

Performance Improvement

During the year, the three establishments on the Isle of Sheppey worked closely with the regional commissioner to implement the cluster proposals that were agreed in their successful performance test. The new operating model is already demonstrating substantial benefits for offender management and value for money. The cluster approach is being taken forward in a number of new projects across the estate. A review of lessons learned from the Sheppey bidding process highlighted issues and aspects of good practice that will be incorporated into our plans for responding to NOMS Contestability Strategy.

The Benchmarking programme was successfully re-introduced with the support of the main trades unions after it had been suspended following the Sheppey performance test. A number of new establishments were selected for the PIP process and the tested framework is helping them critically review their activities and addressing identified areas for improvement.

The significant achievements of HMPs Bedford, Manchester, Sudbury, Wayland and Usk/Prescoed were formally recognised by the Director General with the award of High Performing Prison status. HMPs Kirkham and Holloway were jointly recognised as Most Improved Prisons.

The prison rating system²⁴ continued to provide a highly visible assessment of the overall performance of public sector establishments, with ratings published each quarter on the Prison Service website at www.hmprisonservice.gov.uk

At the end of 2006-2007 there were 26 public sector establishments at Level 4, 86 at Level 3, 14 at Level 2 and 1 at Level 1. The decision to move HMP Pentonville to Level 1 at the end of the year highlighted the extreme pressure that establishments face. Staff at Pentonville operate with the highest level of throughput of any establishment and the old, un-refurbished accommodation presents additional challenge and makes improvement so much more difficult to secure. A strengthened management team is now working with the PIP process to plan and deliver the required remedial action.

Across the estate, a programme of business process reviews helped identify potential to modernise key functions in the Service as part of our performance improvement and value for money strategies. The Service is confident that initial reviews of the arrangements for staff rostering and visits booking will lead to reductions in cost and deliver substantial improvements in service for users.

²⁴ Establishments are assessed on a 1 to 4 scale. Level 4 is for excellent establishments delivering exceptionally high performance. Level 1 indicates poor performance. The rating is a professional judgement based on a range of quantitative and qualitative indicators.



Audited Financial Accounts for the year ended 31 March 2007



Management Commentary

Statutory Background

Her Majesty's Prison Service was established as an Executive Agency of the Home Office on 1 April 1993.

These accounts have been prepared in accordance with the Government Financial Reporting Manual (FReM) issued by the Treasury and in accordance with a direction given by the Treasury in pursuance of Section 7(2) of the Government Resources and Accounts Act 2000.

Statement of Purpose and Vision

HM Prison Service serves the public by keeping in custody those committed by the courts. Our duty is to look after them with humanity and help them lead law-abiding and useful lives in custody and after release.

Our vision is to provide excellent prison services so that we are the provider of choice.

Key Objectives

We protect the public by:

- holding prisoners securely and reducing the risk of prisoners re-offending;
- providing safe and well-ordered establishments in which we treat prisoners humanely, decently and lawfully;

and in securing these objectives, we adhere to the following principles.

Principles

In carrying out our work we:

- work in close partnership with others in the criminal justice system to achieve common objectives;
- obtain best value from the resources available using research to ensure effective correctional practice;
- promote diversity, equality of opportunity and combat unlawful discrimination; and
- ensure our staff have the right leadership, organisation, support and preparation to carry out their work effectively.

Performance against Key Performance Indicators (KPIs) during 2006-2007

An analysis of the KPI targets and results are summarised at the beginning of the Annual Report on pages 10 to 13.

The Planning Context, the objectives and priorities for the year and the Approach to Delivery are set out in the main body of the Annual Report. Detailed information on key targets and outcomes for the deliverables for 2006-2007 can be found on pages 22 to 35.

Results for the Year

The Operating Cost Statement for the year is shown on page 64 together with the Statement of Recognised Gains and Losses.

Operating costs

The net operating cost for 2006-2007 stands at £1,936m, compared to the figure for 2005-2006 of £1,830m. This represents an increase of 5.8% over the comparative figures for 2005-2006. Staff costs increased by 5.9%.

NOMS have made no charge to the Prison Service for the cost of prison and other accommodation following the transfer of all property assets to them on 1 April 2005.

Balance Sheet

All land and building assets together with some other assets were transferred to NOMS on 1 April 2005.

The Balance Sheet and Cash Flow Statement are on page 65.

Events after the Balance Sheet date

The Prison Service moved from being an Agency of the Home Office, to an Agency of the Ministry of Justice, with effect from 9 May 2007.

Payment of Creditors

In the year to 31 March 2007 the Prison Service paid approximately 532,000 trade invoices of which approximately 456,000 were paid within 30 days, representing 85.7% of all invoices processed during the year (89.5% in 2005-2006), against a target of 100%. Some initial problems, following the roll-out of i-Procurement throughout the organisation, had an adverse impact on the process during the second half of 2006-2007 but the monthly figure has improved in recent months.

Sustainable Development

A sustainable development policy and strategy was introduced for the Prison Service in September 2003 to replace the previous greening operations policy. Implementation of the policy is overseen by the Sustainable Development Working Group, a sub-committee of the Prison Service Management Board, chaired by the Director of Finance and which meets quarterly. Membership includes senior representatives from those areas of the Prison Service with significant environmental impacts along with colleagues from the operational line with NOMS and the main Home Office also represented. The Service has made significant steps in its operational response to the Government's environmental agenda and integrating sustainable development into everyday business and is recognised as a leader in Whitehall in this area. Full details of the achievements for 2006-2007 are published in a separate Annual Sustainable Development Report.

Future Developments

The Prison Service continues to frame its future vision and direction within its Five-Year Strategy. This was last updated in November 2006 and provided the basis for the Corporate and Business Plan 2007-2008 to 2011-2012. Both the Strategy and the Corporate and Business Plan reflect the Service's commitment to meet the requirements of commissioners (in particular NOMS, the YJB and IND) and optimise the Service's contribution to the work of NOMS, the Criminal Justice System and now the new Ministry of Justice.

The requirements of commissioners are driving the strategic priorities for the Service, which are: Decency, Diversity and Equality, Maintaining Order and Control, Organisational Effectiveness, Public Protection, Reducing Re-offending and Security. Commissioners are having a growing influence on the delivery of strategic priorities in terms of timed developments. Commissioners monitor performance and outcome via a series of Service Level Agreements, which contain details of targets, standards and other objectives to be met. The Service maintains a clear map between strategic priorities and the means of delivery. There is a range of delivery mechanisms, including a corporate change portfolio of (currently) ten strategic programmes and all of these are monitored for effectiveness, continued relevance and outcome.

Two of the major development areas for NOMS are Public Protection and Offender Management, with the latter supported by the introduction of C-NOMIS. Many of the objectives and targets set by commissioners in local level SLAs reflect these emphases. In addition, the Service is working closely with NOMS to deliver the increases in prison capacity that have been agreed. The Service's internal drivers for change have to do with becoming more effective and efficient and using a process of continuous improvement to deliver increased value for money. This reflects itself in developments planned via programmes such as the People Strategy, Organisational Effectiveness, Phoenix and Information and Communications Technology.

Research and Development

Research continues to play a vital role in enhancing policy development, programme evaluations and changing cultures through sound evidence-based research. The Service has a robust process in place to provide support for external research proposals and ensure only high quality studies are undertaken. The Service is keen to promote research that reflects our organisational objectives; this particularly includes research on reducing re-offending, upholding the decency agenda and dynamics between staff and prisoners.

During 2006 and 2007 the Prison Service worked closely with Professor Alison Liebling of the Prisons Research Centre (PRC), University of Cambridge. This area of study particularly looked at the 'care' aspect of imprisonment and staff performance and motivation. This work also included the further development of the Staff Quality of Prison Life Survey (SQL) that assesses 'softer' issues of prison staff such as trust and feeling valued, and also professional orientation towards care and resettlement.

Communications and Employee Involvement

The Service attaches great importance to communicating clearly with its staff using a number of channels:

The Prison Service Intranet continues to be a very successful and effective way of keeping staff informed, with the 2006 Staff Survey revealing that 80% of staff voted the Intranet homepage the most helpful source of information to find out what's happening in the Service. A number of new websites have been developed, focusing on a variety of topics and all establishments are now publishing information on their local Intranet sites. Notices and news articles continue to be closely monitored to ensure they are clear, timely, in plain English and tailored to their audience. Work is currently underway to create a new, improved and more user-friendly Intranet for the Service.

Prison Service News (PSN) features all the latest news, views and developments from the Prison Service, including policy initiatives and emerging front line programmes. This year, PSN has provided in depth analysis on subjects as diverse as gang culture, diversity and the new smoking ban. It launched a new regular training feature and has covered courses including Mother and Baby Units, Family Liaison Officer, Negotiating at Height and Working with Information. PSN also provides a valuable platform to highlight good practice and new developments to those outside the Service, with over 2,000 subscribers from the criminal justice system, media and voluntary sector.

The 'Forward Look' diary is an important part of communications planning within the Service.

The Prison Service Internet site has continued its success with traffic to the site increasing by 30% on last year to 2.5 million visitors. Our recruitment pages have maintained their popularity with the number of individuals signed up to our email job alerts almost doubling to 50,000. The Internet team continues to work closely with Human Resources to ensure all jobs are advertised online, and we continue to support them in online recruitment campaigns.

The Prison Service website received the prestigious Plain English Campaign Web Award 2006 for being the clearest website of the year and was praised for its warm, sensitive tone and user-friendly design.

The Prison Service Conference took place in February 2007, the theme again being 'Securing the Future'. The format of the conference was changed this year with the first part being a closed session for Prison Service staff only and then invited guests joining later in the day. There were more guests from outside the Service at this year's conference compared to those in the past. This reflected the increasing amount of partnership working going on across the estate and the fact that the views of external stakeholders are becoming increasingly more important. Key themes were public protection, reducing re-offending, decency, competing effectively and staff recognition.

Employment of People with Disabilities and Equal Opportunities

The Prison Service remains committed to promoting the benefits of a diverse workforce and equality of opportunity. To help promote ourselves as a place where people want to work we have developed a Single Staff Diversity & Equality Scheme to be published in 2007.

The Single Scheme incorporates the employment duties of the existing Race Equality and Disability Equality Schemes, includes the new Gender Equality employment duties and extends our commitments beyond the legal duties to cover age, religion and belief and sexual orientation. It includes a 3 year action plan designed to help us eliminate unlawful discrimination and to promote equality of opportunity between people of different racial groups, disabled and non-disabled people and men and women.

We operate the 'Positive about Disabled People' Symbol (✓✓) which includes the Guaranteed Interview Scheme for disabled applicants who meet the minimum criteria for the job. Currently just over 3% of staff identifies themselves as disabled, representing 1,605 staff, an increase of 78 compared with the previous year.

Our employment targets for black and minority ethnic (BME) staff continue to be an important challenge for us. We have made progress over the last five years in achieving a more representative workforce overall. We have continued to promote a range of positive action measures and are developing an outreach programme to ensure continued progress.

Audit

In accordance with the direction given by the Treasury, these accounts have been prepared in accordance with the Government Financial Reporting Manual (FReM). The Certificate and Report of the Comptroller and Auditor General to the House of Commons is attached to the Accounts.

As Accounting Officer, I have taken all steps to ensure that:

- I am aware of any relevant audit information;
- the Auditor is aware of that information; and
- there is no relevant audit information of which the Auditor is unaware.

The Prison Service Management Board

The Director General was appointed by the Home Secretary in March 2003, under the terms of the Senior Civil Service Management Code.

The Director General's pay is determined under the rules set out in chapter 7.1, Annex A of the Senior Civil Service Management Code. Other members of the Prison Service Management Board are appointed by the Director General with agreement of the Chief Executive of the National Offender Management Service. Details of the remuneration of the Management Board are set out in the Remuneration Report on pages 53 to 57.

At 31 March 2007 the following were members of the Prison Service Management Board:

Phil Wheatley	Director General
Michael Spurr	Deputy Director General & Director of Operations
Steve Wagstaffe	Director of High Security Prisons
Robin Wilkinson	Director of Personnel (Acting)
Ann Beasley	Director of Finance
Richard Bradshaw**	Director of Prison Health
Beverley Thompson	Race Equality Adviser
Andrew Dodsworth*	Legal Adviser
Simon Watts*	Media Adviser
Ken Everett	Secretary to the Prison Service Management Board

*Employed by the Home Office

**Employed by the Department of Health

Peter Atherton served as Deputy Director General and Director of High Security Prisons until January 2007.

Gareth Hadley served as Director of Personnel until November 2006.

Harry Carter served as Legal Adviser until June 2006.

My thanks and appreciation is extended to all past and present members of the Board for their hard work and effort during this reporting year.

Phil Wheatley, CB

Agency Accounting Officer

9 July 2007

Remuneration Report

Remuneration Policy

The remuneration of senior civil servants is set by the Prime Minister following independent advice from the Review Body on Senior Salaries.

The Review Body also advises the Prime Minister from time to time on the pay and pensions of Members of Parliament and their allowances; on Peers' allowances; and on the pay, pensions and allowances of Ministers and others whose pay is determined by the Ministerial and Other Salaries Act 1975.

In reaching its recommendations, the Review Body is to have regard to the following considerations:

- the need to recruit, retain and motivate suitably able and qualified people to exercise their different responsibilities;
- regional/local variations in labour markets and their effects on the recruitment and retention of staff;
- Government policies for improving the public services including the requirement on departments to meet the output targets for the delivery of departmental services;
- the funds available to departments as set out in the Government's departmental expenditure limits;
- the Government's inflation target.

The Review Body takes account of the evidence it receives about wider economic considerations and the affordability of its recommendations.

Further information about the work of the Review Body can be found at www.ome.uk.com.

Service contracts

Civil service appointments are made in accordance with the Civil Service Commissioners' Recruitment Code, which requires appointment to be on merit on the basis of fair and open competition but also includes the circumstances when appointments may otherwise be made.

Unless otherwise stated below, the officials covered by this report hold appointments, which are open-ended until they reach the normal retiring age of 60. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Further information about the work of the Civil Service Commissioners can be found at www.civilservicecommissioners.gov.uk.

The salary and pension entitlements of the most senior managers of the Prison Service were as follows:

a) Remuneration – Audited

	2006-2007		2005-2006	
	Salary (as defined below) £000	Benefits in kind (rounded to nearest £100) £	Salary (as defined below) £000	Benefits in kind (rounded to nearest £100) £
Phil Wheatley <i>Director General</i>	155-160	-	140-145	-
Michael Spurr <i>Deputy Director General</i>	115-120	-	110-115	-
Peter Atherton <i>Deputy Director General (until Jan 2007)</i>	95-100	-	120-125	-
Steve Wagstaffe <i>Director of High Security Prisons (from Dec 2006)</i>	25-30	-	N/A	-
Ann Beasley <i>Director of Finance</i>	115-120	-	115-120	-
Robin Wilkinson <i>Director of Personnel (Acting – from Nov 2006)</i>	35-40	-	N/A	-
Gareth Hadley <i>Director of Personnel (until Nov 2006)</i>	145-150	-	125-130	-

Steve Wagstaffe and Robin Wilkinson had annual gross salaries at 31 March 2007 of £85k-£90k and £90k-£95k respectively.

Salary

'Salary' includes the gross salary; performance pay or bonuses; overtime; reserved rights to London weighting or London allowances; termination payments; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation. Director's bonuses are determined by the Home Office Senior Civil Service Pay Committee – Chaired by Sir David Normington, working within the parameters set by the Senior Salaries Review Body. The bonuses allocated to the above Directors vary within the range of 2.4% and 17.1% of their annual gross salary as at 31 March 2007.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by the Inland Revenue as a taxable emolument.

b) Pension Benefits – Audited

2006-2007	Total accrued pension at age 60 at 31 March 2007 related lump sum £000	Real Increase in pension & related lump sum at age 60 £000	CETV at 31 March 2007 or leaving date £000	CETV at 31 March 2006 £000	Real increase in CETV after adjustment for inflation & changes in market investment factors £000
Phil Wheatley <i>Deputy Director General</i>	65-75 plus lump sum of 200-205	2.5-5 plus lump sum of 12.5 -15	1,590	1,429	96
Michael Spurr <i>Deputy Director General</i>	30-35 plus lump sum of 90-95	0-2.5 plus lump sum of 2.5-5	463	436	18
Peter Atherton* <i>Deputy Director General (until Jan 2007)</i>	50-55 plus lump sum of 155-160	-2.5-0 plus lump sum of 15-17.5	1,246	1,259	-16
Steve Wagstaffe <i>Director of High Security Prisons (from Dec 2006)</i>	25-30 plus lump sum of 85-90	0-2.5 plus lump sum of 5-7.5	541	498	31
Ann Beasley <i>Director of Finance</i>	35-40 plus lump sum of 105-110	0-2.5 plus lump sum of 2.5-5	587	553	21
Robin Wilkinson <i>Director of Personnel (Acting – from Nov 2006)</i>	15-20 plus lump sum of 50-55	0-2.5 plus lump sum of 2.5-5	217	196	19
Gareth Hadley <i>Director of Personnel (until Nov 2006)</i>	10-15 plus lump sum of 30-35	0-2.5 plus lump sum of 2.5-5	211	185	16

* Opted to join 'Classic Plus'

Peter Atherton and Gareth Hadley retired on standard terms provided through the Civil Service pension arrangements.

Civil Service Pensions

Pension benefits are provided through the Civil Service pension arrangements. From 1 October 2002, civil servants may be in one of three statutory based “final salary” defined benefit schemes (Classic, Premium, and Classic Plus). The Schemes are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under Classic, Premium, and Classic Plus are increased annually in line with changes in the Retail Prices Index. New entrants after 1 October 2002 may choose between membership of Premium or joining a good quality “money purchase” stakeholder based arrangement with a significant employer contribution (partnership pension account).

(i) Classic Scheme

Benefits accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years’ pension is payable on retirement. Members pay contributions of 1.5% of pensionable earnings. On death, pensions are payable to the surviving spouse at a rate of half the member’s pension. On death in service, the scheme pays a lump sum benefit of twice pensionable pay and also provides a service enhancement on computing the spouse’s pension. The enhancement depends on length of service and cannot exceed 10 years. Medical retirement is possible in the event of serious ill health. In this case, pensions are brought into payment immediately without actuarial reduction and with service enhanced as for widow(er) pensions.

(ii) Premium Scheme

Benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum, but members may commute some of their pension to provide a lump sum up to a maximum of 3/80ths of final pensionable earnings for each year of service or 2.25 times pension if greater (the commutation rate is £12 of lump sum for each £1 of pension given up). For the purposes of pension disclosure the tables assume maximum commutation. Members pay contributions of 3.5% of pensionable earnings. On death, pensions are payable to the surviving spouse or eligible partner at a rate of 3/8ths the member’s pension (before any commutation). On death in service, the scheme pays a lump-sum benefit of three times pensionable earnings and also provides a service enhancement on computing the spouse’s pension. The enhancement depends on length of service and cannot exceed 10 years. Medical retirement is possible in the event of serious ill health. In this case, pensions are brought into payment immediately without actuarial reduction. Where the member’s ill health is such that it permanently prevents them undertaking any gainful employment, service is enhanced to what they would have accrued at age 60.

(iii) Classic Plus Scheme

This is essentially a variation of premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per classic.

(iv) Partnership Pension Account

This is a stakeholder-type arrangement where the employer pays a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product. The employee does not have to contribute but where they do make contributions, these will be matched by the employer up to a limit of 3% (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of risk benefit cover (death in service and ill health retirement). The member may retire at any time between the ages of 50 and 75 and use the accumulated fund to purchase a pension. The member may choose to take up 25% of the fund as a lump sum.

Cash Equivalent Transfer Value (CETV)

This is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service Pension arrangements and for which the Civil Service Vote has received a transfer payment commensurate to the additional pension liabilities being assumed. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries. The CETV figure for 31 March 2006 are not be the same as the figure quoted last year as the factors used to calculate the CETV were revised during the year.

Real Increase in CETV

This reflects the increase in CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses current market valuation factors for the start and end of the period.

Phil Wheatley, CB

Agency Accounting Officer

9 July 2007

Statement of Accounting Officer's Responsibilities

Under the Government Resources and Accounts Act 2000, the Prison Service is required to prepare resource accounts for each financial year, in conformity with a Treasury direction, detailing the resources acquired, held, or disposed of during the year and the use of resources by the Prison Service during the year.

The resource accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Prison Service, the net resource outturn, recognised gains and losses, and cash flows for the financial year.

The Home Office has appointed the Director General of the Prison Service as the Agency Accounting Officer, with responsibility for preparing the Prison Service's accounts and for transmitting them to the Comptroller and Auditor General.

In preparing the Accounts, the Accounting Officer is required to comply with the *Government Financial Reporting Manual (FRM)* prepared by HM Treasury, and in particular to:

- observe the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the *FRM* have been followed, and disclose and explain any material departures in the accounts;
- prepare the accounts on the going concern basis.

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which an Accounting Officer is answerable, for keeping proper records and for safeguarding the Prison Service's assets, are set out in the Accounting Officer's Memorandum issued by HM Treasury and published in *Government Accounting*.

Statement on Internal Control

1 Scope of Responsibility

As Agency Accounting Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of Prison Service policies, aims and objectives, whilst safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Government Accounting.

I am a member of the National Offender Management Service (NOMS) Executive Board and have bi-lateral meetings with the Chief Executive of NOMS and with the Minister with responsibility for Prisons. The results of Prison Service risk reviews are shared with the Chief Executive of NOMS.

2 Purpose of the System of Internal Control

The system of internal control is designed to manage rather than eliminate the risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify the principal risks to the achievement of Prison Service policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The system of internal control has been in place in the Prison Service for the year ended 31 March 2007 and up to the date of approval of the annual report and accounts, and accords with HM Treasury guidance.

3 Capacity to handle risk

The Prison Service Management Board drives the risk management process. They review the key risks to the Prison Service on a quarterly basis (more often if necessary) and consider whether any new risks are emerging. The review involves an assessment of the effectiveness with which the systems in place to manage the risks are operating. The Board also assess the extent to which they have control over the management of the risk and in a number of cases have concluded that they have only partial control. There is a process in place whereby I, as the Director General, escalate key risks, over which the Board has only partial control to the NOMS risk register – if the Board are agreed that there is little more action they can take to reduce the likelihood of the risk materialising or its impact if it is realised. Action to manage the eleven key risks, which were revised towards the end of 2006-2007 as part of the planning round and include the changes that NOMS brings and the ability to operate successfully in a contestable market, will continue during 2007-2008.

A regular programme of risk awareness training, in the form of facilitated workshops is available to all staff and a description of the process is available on the Intranet.

4 The risk and control framework

The key elements of the risk management strategy are:

- corporate risks identified at workshop comprising all members of PSMB;
- agreed criteria for assessing likelihood and impact;
- risk owners identified at Director level for key risks responsible for reporting back to PSMB on what is in place to manage the risk and how well those systems and processes are working;
- risk owners assess how well the risk is being managed overall and, on the basis of actions proposed to improve risk management, forecast any change to impact and likelihood by the end of the next quarter;
- assessments – particularly changes – reviewed quarterly by the Board and agreed (or changed) following discussion and challenge;
- process for escalating and down-rating risks;
- risk workshops held at least annually (or more often if necessary) to validate the risk register; and
- a process for mapping Programme/Project risks against business risk registers.

Although operational risk management is well understood in the Prison Service, there are a number of ways in which business risk management is being embedded in the organisation:

- the requirement to identify, assess and evaluate key risks built into the planning guidance, meaning that key risks are being identified and managed throughout the Prison Service;
- the process followed by the Board should be replicated at every level;
- maintenance of an organisation-wide register of key risks;
- a regular programme of facilitated workshops to identify and keep up to date the record of key risks facing the organisation; and
- Internal Audit provide advice and guidance on the development and maintenance of risk registers as part of their audit activity.

5 Review of effectiveness

As Agency Accounting Officer, I also have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors, and the executive managers who have responsibility for the development and maintenance of the internal control framework, Standards Audit and comments made by the external auditors in their management letter and other reports. I have been advised on the implications of the result of my review and the effectiveness of the system of internal control by the Board, the Audit Committee, which includes four independent members (one of whom chairs it), and a plan to address weaknesses and ensure continuous improvement of the system is in place.

I have established the following processes to maintain and review the effectiveness of the system of internal control and risk management:

- A Management Board which meets monthly to consider the plans and strategic direction of the department (the Board comprises the senior members of the Agency). Two non-executive directors of the Change Programme Board attend the PSMB quarterly;
- annual assurance statements from each of my Directors covering the key systems for which they are responsible;
- regular reports by Internal Audit, to standards defined in the Government Internal Audit Manual, which include the Head of Audit & Corporate Assurance's independent opinion on the adequacy and effectiveness of the Agency's system of internal control together with recommendations for improvement;
- bi-lateral meetings with the Head of Audit & Corporate Assurance to discuss emerging issues;
- regular reports from managers on the steps they are taking to manage risks in their areas of responsibility including progress reports on key projects;
- a self audit process which requires all establishments, HQ groups and Area Offices to assess their compliance with applicable standards. The process is subject to review by Internal Audit and compliance is monitored by Standards Audit;
- implementation of a robust prioritisation methodology for actions based on risk ranking and cost-benefit analysis;
- establishment of key performance indicators and regular review of performance against them;
- a report from the Chairman of the Audit Committee concerning risk management and internal control; and
- the Audit Committee has revised its terms of reference in line with most recent HM Treasury guidance to reflect that I will attend future meetings of the Committee.

Internal Audit activity supports the Board's risk management framework and is focused on systems that are key to the achievement of Prison Service objectives, one of which, the Weighted Scorecard, was considered to be well controlled. There has, again, been an increase in the number of systems rated satisfactory or better. Internal Audit has reported weaknesses in control in a number of systems; in particular within the accounts payable system. Their findings however, did not establish any material errors in payments made and comprehensive action plans have been agreed with Senior Managers to address the weaknesses in the system. Other work performed has identified weaknesses in the systems dealing with the bank reconciliations, but no material errors resulted. Progress towards implementation of action plans has been actively monitored at Board level and by the Audit Committee who hold senior managers accountable for failing to meet implementation deadlines. On the basis of work conducted during the year, the Head of Audit & Corporate Assurance was able to give a reasonable level of assurance that the internal control system (including financial control systems) during 2006-2007 was adequate to achieve its objectives.

Phil Wheatley, CB

Agency Accounting Officer

9 July 2007

The Certificate and Report of the Comptroller and Auditor General to the House of Commons

I certify that I have audited the financial statements of HM Prison Service for the year ended 31 March 2007 under the Government Resources and Accounts Act 2000. These comprise the Operating Cost Statement and Statement of Recognised Gains and Losses, the Balance Sheet, the Cashflow Statement and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective Responsibilities of the Agency, the Director General and auditor

The Agency and Director General, as Accounting Officer, are responsible for preparing the Annual Report, which includes the Remuneration Report, and the financial statements in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions made thereunder and for ensuring the regularity of financial transactions. These responsibilities are set out in the Statement of Accounting Officer's Responsibilities.

My responsibility is to audit the financial statements and the part of the Remuneration Report to be audited in accordance with relevant legal and regulatory requirements, and with International Standards on Auditing (UK and Ireland).

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000. I report to you whether, in my opinion, certain information given in the Annual Report, which comprises the Management Commentary, is consistent with the financial statements. I also report whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

In addition, I report to you if the Agency has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by HM Treasury regarding remuneration and other transactions is not disclosed.

I review whether the Statement on Internal Control reflects the Agency's compliance with HM Treasury's guidance, and I report if it does not. I am not required to consider whether this statement covers all risks and controls, or to form an opinion on the effectiveness of the Agency's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

Basis of Audit Opinion

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the Remuneration Report

to be audited. It also includes an assessment of the significant estimates and judgments made by the Agency and Director General in the preparation of the financial statements, and of whether the accounting policies are most appropriate to the Agency's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements and the part of the Remuneration Report to be audited are free from material misstatement, whether caused by fraud or error, and that in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the Remuneration Report to be audited.

Opinions

Audit Opinion

In my opinion:

- the financial statements give a true and fair view, in accordance with the Government Resources and Accounts Act 2000 and directions made thereunder by HM Treasury, of the state of the Agency's affairs as at 31 March 2007, and of the net operating cost, recognised gains and losses and cashflows for the year then ended;
- the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000; and
- The information given within the Annual Report, which comprises the Management Commentary, is consistent with the financial statements.

Audit Opinion on Regularity

In my opinion, in all material respects, the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Report

I have no observations to make on these financial statements.

John Bourn

Comptroller and Auditor General

16 July 2007

National Audit Office

157-197 Buckingham Palace Road
Victoria
London SW1W 9SP

Operating Cost Statement

	Notes	For the year ended 31 March 2007		For the year ended 31 March 2006	
		£'000s	£'000s	£'000s	£'000s
Administration Costs					
Staff costs	2	51,901		57,664	
Other operating costs	4a	23,061		25,396	
Operating income	5	(3,224)	71,738	(9,990)	73,070
Programme Costs					
Staff costs	2	1,534,225		1,440,782	
Other operating costs	4b	626,123		661,656	
Operating income	5	(295,802)	1,864,546	(345,036)	1,757,402
Net operating cost for the year			1,936,284		1,830,472

The figures for March 2006 – Continuing Activities, exclude the cost of activities that were transferred to National Offender Management Services (NOMS) with effect from 1 April 2005.

Statement of Recognised Gains and Losses

	Notes	For the year ended 31 March 2007		For the year ended 31 March 2006	
		£'000s	£'000s	£'000s	£'000s
Revaluation of tangible fixed assets	15a		532		2,005
Donated assets	15b		(5)		30
Recognised gain for the year			527		2,035

Balance Sheet

	Notes	As at 31 March 2007		As at 31 March 2006	
		£'000s	£'000s	£'000s	£'000s
Fixed assets					
Tangible assets	6	104,970		103,008	
Investments	7	303		339	
			105,273		103,347
Current assets					
Stock	8	33,370		40,218	
Debtors	9	55,800		68,232	
Cash at bank and in hand	10	14,784		39,398	
		103,954		147,848	
Creditors: Amounts falling due within one year	11	(202,726)		(162,098)	
Net current liabilities			(98,772)		(14,250)
Total assets less current liabilities			6,501		89,097
Creditors: Amounts falling due after more than one year	12	(13,385)		(14,456)	
Provisions for liabilities and charges	13	(45,325)	(58,710)	(68,925)	(83,381)
			(52,209)		5,716
Taxpayers' equity					
General fund	14		(56,458)		1,467
Revaluation reserve	15a		4,212		4,207
Donated asset reserve	15b		37		42
			(52,209)		5,716

Phil Wheatley, CB
Agency Accounting Officer
9 July 2007

Cash Flow Statement

	Notes	For the year ended 31 March 2007		For the year ended 31 March 2006	
		£'000s	£'000s	£'000s	£'000s
Net Cash Outflow from operating activities	18a		(1,934,206)		(1,807,425)
Capital expenditure and financial investment					
Purchase of tangible fixed assets	6c	(15,469)		(40,127)	
Proceeds on disposal of tangible fixed assets	6b	121	(15,348)	682	(39,445)
Net cash outflow before financing			(1,949,554)		(1,846,870)
Net funding received from Home Office	18c	2,282,690		2,241,690	
Prior year funding from Home Office	18c	22,309		22,310	
Funding related to NOMS transactions		(407,804)		(385,987)	
Payments to the Consolidated Fund	18b	(89)		(102)	
			1,897,106		1,877,911
(Decrease)/Increase in cash	10		(52,448)		31,041

Notes to the Accounts

1 Statement of Accounting Policies

The financial statements have been prepared in accordance with the 2006 -2007 *Government Financial Reporting Manual* (FReM) issued by HM Treasury, and the Accounts Direction issued by HM Treasury. The accounting policies in the FReM follow UK generally accepted accounting practice for companies (UK GAAP)²⁵ to the extent that it is meaningful and appropriate to the public sector. Where FReM permits a choice of accounting policy, the accounting policy which has been judged to be most appropriate to the particular circumstances of the Prison Service for the purpose of giving a true and fair view has been selected. The Agency's accounting policies have been applied consistently in dealing with items considered material in relation to the accounts.

1.1 Accounting Convention

These accounts have been prepared under the historical cost convention, modified to account for the revaluation of fixed assets and stocks at their value to the business by reference to their current costs.

1.2 Other Fixed Assets

Other fixed assets, mainly equipment in excess of £5,000, are included in the Balance Sheet at cost and adjusted to their current cost value by the application of an appropriate index. These indices are taken from the Office for National Statistics publication entitled "The Price Index numbers for Current Cost Accounting".

Office furniture and prison cell furniture where individual items fall below the capitalisation threshold are capitalised at a standard value per item based on numbers of staff and prisoners, except for new furniture at the Shared Service Centre and will be depreciated over its useful life.

1.3 Depreciation

Depreciation on assets is provided at rates calculated to write off the cost or valuation of the asset by equal instalments over its estimated useful life. For equipment including plant and vehicles this is normally in the range 5-15 years.

1.4 Private Finance Initiative (PFI) Contracts

The Prison Service has entered into a number of PFI²⁶ contracts. These contracts have been accounted for in accordance with Technical Note No. 1 (Revised), entitled *How to Account for PFI Transactions* as required by the FReM. Contract payments are apportioned between an imputed finance lease charge and a service charge. Where the balance of the risks and rewards of ownership of the PFI asset are borne by the PFI operator, the PFI payments are recorded as an operating cost.

1.5 Investments

The Prison Service holds a number of investments as a result of its trading activities. Quoted investments are valued at market value. Unquoted investments are valued on the basis of estimated realisable value.

25 UK GAAP – UK Generally Accepted Accounting Practice
26 PFI – Private Finance Initiative

1.6 Stocks and Work-in-Progress

Stocks for resale and work-in-progress are valued at the lower of cost and net realisable value. Consumable stocks are valued at current replacement cost which is not materially different from historical cost.

1.7 Pension Costs

Present and past employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS) which is non-contributory and unfunded. Although the scheme is a defined benefit scheme, liability for payment of future benefits is a charge to the PCSPS. The Prison Service meets the cost of pension cover, provided for the staff employed, by payment of charges calculated on an accruing basis. There is a separate scheme statement for the PCSPS as a whole.

1.8 Early Retirement Costs

The Prison Service is required to meet the additional cost of benefits beyond the normal PCSPS benefits in respect of employees who retire early. The Prison Service provides in full for this cost when the early retirement programme is announced and is binding on the Prison Service. The Prison Service may, in certain circumstances, settle some or all of its liability in advance by making a payment to the Paymaster General's account at the Bank of England for the credit of the Civil Superannuation Vote.

1.9 Operating Leases

Payments under operating leases are charged to the operating cost statement as incurred. Future lease and other long-term commitments, are shown in note 16 to the accounts.

1.10 Research and Development Costs

Expenditure on pure and applied research is treated as an operating cost in the year in which it is incurred.

1.11 Operating Income

Operating income is income which relates directly to the operating activities of the Prison Service. It comprises charges excluding Value Added Tax (VAT) for goods and services provided to external customers. It also includes receipts from the Youth Justice Board for the provision of places for juvenile offenders, from Immigration and Nationality Directorate for the provision of custodial services, from the Department for Education and Skills for the provision of education services and from the Department of Health, Primary Care Trusts and Welsh Assembly Government for the provision of healthcare services.

1.12 Administration and Programme Expenditure

The operating cost statement is analysed between administration and programme costs.

1.13 Notional Costs and Income

A notional charge, reflecting the cost of capital utilised by the Prison Service, is included in operating costs. The charge is calculated at the Government's standard rate of 3.5% in real terms on all assets less liabilities, except for:

- (a) cash balances with the Office of the Paymaster General where the charge is nil;
- (b) liabilities for amounts surrendered to the Consolidated Fund for which no credit against the charge is allowed.

Notional amounts are also included as charges or income in respect of costs to the Prison Service borne by other Government Departments or organisations or vice versa.

1.14 Value Added Tax

Most of the activities of the Prison Service are outside the scope of VAT. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of fixed assets. Where output tax is charged or input tax is recoverable, the amounts stated are net of VAT.

1.15 Funding

The Prison Service is financed by supply estimates voted by Parliament. Its provision is included in line K of the Home Office Supply Estimate. These accounts are prepared on a going concern basis. It is assumed that as a matter of public policy, Parliament will continue to vote funding to the Prison Service.

2 Staff Costs

Staff costs consist of:

	2006-2007 £'000s	2005-2006 £'000s
Wages and salaries	1,208,905	1,152,993
Social security costs	90,958	87,125
Other pension costs	228,761	212,747
Staff on secondment, agency and contract staff	57,502	45,581
	1,586,126	1,498,446

	2006-2007 £'000s	2005-2006 £'000s
Administration related staff costs	51,901	57,664
Programme related staff costs	1,534,225	1,440,782
	1,586,126	1,498,446

The Principal Civil Service Pension Scheme (PCSPS) is an unfunded multi-employer defined benefit scheme but the Prison Service is unable to identify its share of the underlying assets and liabilities. A full actuarial valuation of the scheme was carried out at 31 March 2007 and details can be found in resource accounts of the Cabinet Office: Civil Superannuation (www.civilservice-pensions.gov.uk).

For 2006-2007, normal employer contributions of £224,244k were payable to the PCSPS (£205,872k in 2005-2006) at one of four rates in the range of 17.1% to 25.5% of pensionable pay (25.6% for Prison Officer grades with reserved rights). The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred; and they reflect past experience of the scheme.

133 persons retired early on ill-health grounds. The total additional accrued pension liabilities in the year amounted to £156k.

In cases of Public Interest Transfers, staff may be entitled to benefits in kind including housing loans. The balance of housing loans outstanding at 31 March 2007 is shown within staff debtors in note 9.

3 Staff Numbers

The average number of full time equivalent persons (including senior management) employed during the year was as follows:

	2006-2007			2005-2006 (restated)		
	Admin	Programme	Total	Admin	Programme	Total
Administration	981	6,221	7,202	937	5,828	6,765
Industrial	59	3,351	3,410	60	3,281	3,341
Unified and Operational Grades*	482	32,781	33,263	437	32,410	32,847
Specialist	174	3,698	3,872	163	3,894	4,057
	1,696	46,051	47,747	1,597	45,413	47,010

* This includes all officer grades, operational managers and operational support grades.

The numbers for 2005-2006 have been restated as they previously showed headcount staff numbers and not full time equivalents, as required.

4 Other Operating Costs

4a Administration Costs

	Notes	2006-2007		2005-2006	
		£'000s	£'000s	£'000s	£'000s
Accommodation and maintenance costs		2,889		2,031	
Rentals under operating leases		169		136	
Contracted out services		10,862		12,433	
Travel, subsistence and hospitality		3,307		3,662	
Other staff related costs		3,489		2,946	
Other costs		1,691	22,407	4,185	25,393
Non cash items					
Depreciation	6b	316		223	
Loss/(Profit) on disposal of fixed assets	6b	24		(624)	
Cost of capital credit		(291)		(22)	
Auditor's remuneration		190		170	
Payroll administration charges		415	654	256	3
Total other administration costs			23,061		25,396

4b Programme Costs

	Notes	2006-2007		2005-2006	
		£'000s	£'000s	£'000s	£'000s
Accommodation and maintenance costs		135,433		119,621	
Rentals under operating leases		2,737		2,286	
Contracted out services		154,352		199,377	
Finance charges		518		558	
Prisoner related costs		155,962		160,912	
Travel, subsistence and hospitality		15,930		14,138	
Other staff related costs		37,534		36,026	
Other costs		90,928	593,394	81,449	614,367
Non cash items					
Depreciation	6b	10,723		7,748	
Loss on disposal of fixed assets	6b	517		982	
Provisions created net of releases	13	16,429		34,110	
Cost of capital charge		1,196		301	
Decrease in value of investments		36		133	
Payroll administration charges		3,828	32,729	4,015	47,289
Total other programme costs			626,123		661,656

5 Operating Income

	2006-2007			2005-2006		
	Appropriated in aid £'000s	Not Appropriated in aid £'000s	Total £'000s	Appropriated in aid £'000s	Not Appropriated in aid £'000s	Total £'000s
Administration income						
Youth Justice Board receipts	2,566	0	2,566	8,033	0	8,033
External sales of industries	0	0	0	812	0	812
Other income	600	58	658	694	101	795
Non cash items						
Notional income from Parole Board	0	0	0	350	0	350
Total administration income	3,166	58	3,224	9,889	101	9,990
Programme income						
Youth Justice Board receipts	111,670	0	111,670	109,790	0	109,790
Dept for Education & Skills receipts	36,438	0	36,438	86,689	0	86,689
Dept of Health receipts	11,060	0	11,060	4,186	0	4,186
Primary Care Trusts receipts	76,800	0	76,800	86,556	0	86,556
Welsh Assembly receipts	2,624	0	2,624	3,216	0	3,216
Immigration and Nationality Directorate receipts	4,761	0	4,761	4,079	0	4,079
European Social Fund receipts	15,724	0	15,724	13,916	0	13,916
External sales of industries	7,698	0	7,698	10,342	0	10,342
Other income	29,027	0	29,027	26,262	0	26,262
Total programme income	295,802	0	295,802	345,036	0	345,036
Total operating income	298,968	58	299,026	354,925	101	355,026

Youth Justice Board receipts cover the cost of provision of juvenile custody within the Prison Service. Department for Education and Skills receipts cover the cost of provision of education services purchased from Local Education Authorities and other contractors. Department of Health and Welsh Assembly Government receipts and receipts from PCTs cover the cost of the provision of healthcare.

Notional income from the Parole Board covers shared central services reflected in Prison Service operating costs. There was no Parole Board income received during 2006-2007.

6 Tangible Fixed Assets

	Buildings £'000s	Assets under Construction £'000s	Equipment £'000s	Total £'000s
Cost or Valuation				
At 1 April 2006	0	5,974	161,464	167,438
Additions	1,088	4,258	10,175	15,521
Disposals	0	0	(8,358)	(8,358)
Transfers	2,650	(4,599)	1,949	0
Assets transferred to NOMS in year	(3,738)	0	0	(3,738)
Assets received from NOMS in year	0	0	1,353	1,353
Indexation	0	0	771	771
Revaluation	0	0	315	315
At 31 March 2007	0	5,633	167,669	173,302
Depreciation				
At 1 April 2006	0	0	(64,430)	(64,430)
Charge in year	0	0	(11,044)	(11,044)
Disposals	0	0	7,696	7,696
Transfers	0	0	0	0
Assets Transferred to NOMS in year	0	0	0	0
Assets received from NOMS in year	0	0	0	0
Indexation	0	0	(554)	(554)
Revaluation	0	0	0	0
At 31 March 2007	0	0	(68,332)	(68,332)
Net Book Value				
At 31 March 2007	0	5,633	99,337	104,970
At 1 April 2006	0	5,974	97,034	103,008

Equipment

Equipment comprises Plant and Machinery, Motor Vehicles, Furniture and IT assets.

6a Common User Estate Property

Freehold properties occupied by the Prison Service which are part of the former Common User Estate have never been included on the balance sheet as they are considered to be assets of the Home Office. The Home Office has made no charge in respect of these buildings.

6b Depreciation and other charges in respect of tangible fixed assets

	2006-2007	2005-2006
	£'000s	£'000s
Depreciation based on cost or valuation	11,044	7,974
Depreciation on donated assets	(5)	(3)
Depreciation charged to Operating Cost Statement	11,039	7,971
Net book value of disposals	662	1,040
Proceeds on disposal	(121)	(682)
Loss on disposal of tangible fixed assets	541	358
Depreciation and other charges in respect of tangible fixed assets	11,580	8,329

6c Reconciliation of asset additions to cash flow

	2006-2007	2005-2006
	£'000s	£'000s
Fixed asset additions	15,521	40,194
Less: Found assets	(52)	(34)
Less: Donated assets	0	(33)
Cash purchases of fixed assets	15,469	40,127

7 Investments

	Quoted	Unquoted	Total
	£'000s	£'000s	£'000s
Balance at 1 April 2006	185	154	339
Movement in year	74	(110)	(36)
Balance at 31 March 2007	259	44	303

Quoted investments are stated at market value at 31 March 2007.

Unquoted Investments relate mainly to the value of milk quota and are valued at estimated realisable value at 31 March 2007.

These investments were acquired by the Prison Service (as a result of trading activities) at no cost.

8 Stocks and work-in-progress

	31 March 2007 £'000s	31 March 2006 £'000s
Industries and Farms		
Raw materials	953	988
Work-in-progress	2,624	2,409
Stocks of finished goods	2,040	1,061
	5,617	4,458
Consumables	27,753	35,760
	33,370	40,218

9 Debtors

9a Analysis by type

	31 March 2007 £'000s	31 March 2006 £'000s
Trade debtors	13,032	15,277
HM Government debtors	22,047	10,810
Staff debtors	334	734
Other debtors	8,635	7,595
Prepayments and accrued income	8,489	7,599
	52,537	42,015
Amounts falling due after more than one year		
Staff debtors	3,263	3,907
	55,800	45,922
Amounts due from Home Office – undrawn funds	0	22,310
	55,800	68,232

Staff debtors due after more than one year represent amounts in respect of home purchase loans, which are repayable over periods up to twelve years. The total number of outstanding loans is 853 (953 in 2005-2006).

9b Intra Government Balances

	31 March 2007		31 March 2006	
	Debtors: amounts falling due within one year £'000s	Debtors: amounts falling due more than one year £'000s	Debtors: amounts falling due within one year £'000s	Debtors: amounts falling due more than one year £'000s
Balances with other central government bodies	22,047	0	10,810	22,310
Balances with local authorities	239	0	14	0
Balances with NHS bodies	12,050	0	8,411	0
	34,336	0	19,235	22,310
Balances with bodies external to government	18,201	3,263	22,780	3,907
	52,537	3,263	42,015	26,217

10 Balance at bank and cash in hand

	31 March 2007 £'000s	Movement £'000s	31 March 2006 £'000s
Commercial banks and cash in hand	8,078	7,005	1,073
Balances at OPG	6,706	(31,619)	38,325
Cash at bank and in hand	14,784	(24,614)	39,398
Overdraft	(53,428)	(27,834)	(25,594)
	(38,644)	(52,448)	13,804

The Office of HM Paymaster General (OPG) provides a current account banking service.

The overdraft shown above arises as a result of unrepresented cheques and BACS payments at the balance sheet date.

In addition, the Prison Service holds third party monies of £8,831k (£7,875k in 2005-2006), not included in the above balances. This relates to monies held on behalf of prisoners.

11 Creditors: Amounts falling due within one year

11a Analysis by type

	31 March 2007 £'000s	31 March 2006 £'000s
Trade creditors	59,023	72,723
Retained liability for capitalised assets	1,071	1,003
HM Government creditors	13,823	60
Other creditors	2,361	2,451
Accruals and deferred income	73,008	60,224
	149,286	136,461
Overdraft	53,428	25,594
Amounts due to the Consolidated Fund:		
- Consolidated Fund Extra Receipts (CFERs)	12	43
	202,726	162,098

The overdraft shown above arises as a result of unrepresented cheques and BACS payments at the balance sheet date.

Amounts due to the Consolidated Fund are based on the accounting conventions adopted for resource-based supply.

11b Intra Government balances

	31 March 2007		31 March 2006	
	Creditors: amounts falling due within one year £'000s	Creditors: amounts falling due more than one year £'000s	Creditors: amounts falling due within one year £'000s	Creditors: amounts falling due more than one year £'000s
Balances with other central government bodies	13,823	0	445	0
Balances with local authorities	355	0	1,010	0
Balances with NHS bodies	189	0	563	0
	14,367	0	2,018	0
Balances with bodies external to government	188,359	13,385	160,080	14,456
	202,726	13,385	162,098	14,456

12 Creditors: Amounts falling due after more than one year

	31 March 2007 £'000s	31 March 2006 £'000s
Retained liability for capitalised assets	14,456	15,459
Less due within 1 year	(1,071)	(1,003)
	13,385	14,456

The capitalised assets form part of prison buildings that were transferred to NOMS on 1 April 2005. These obligations are for energy contracts that have maturity of between 15 and 20 years. Payments are made on a monthly basis and comprise a capital and interest element.

The total liability above is repayable within the following periods:

	31 March 2007 £'000s	31 March 2006 £'000s
- in not more than 1 year:	1,071	1,003
- in more than 1 year but not more than 2 years:	1,144	1,071
- in more than 2 years but not more than 5 years:	3,927	3,674
- in more than 5 years:	8,314	9,711
	14,456	15,459

13 Provisions for liabilities and charges

	Early Retirement			Total £'000s
	Costs £'000s	Legal Claims £'000s	Other Claims £'000s	
Balance at 1 April 2006	7,192	60,733	1,000	68,925
Provided in year	437	28,092	0	28,529
Provisions not required written back	0	(11,517)	(583)	(12,100)
Provisions utilised in year	(2,759)	(36,853)	(417)	(40,029)
Balance at 31 March 2007	4,870	40,455	0	45,325

Early retirement costs

The Prison Service meets the additional costs of benefits beyond the normal PCSPS benefits in respect of employees who retire early by paying the required amounts annually to the PCSPS over the period between early departure and normal retirement date. The Prison Service provides for this in full when the early retirement programme becomes binding on the Prison Service by establishing a provision for the estimated payments discounted by the Treasury discount rate of 2.8% in real terms.

Legal Claims

Provision has been made for various legal claims against the Prison Service. The provision reflects all known claims where legal advice indicates that it is more likely than not that the claim will be successful and the amount of the claim can be reliably estimated. The figures represent the best estimate of the amount payable in respect of the claims indicated, as the claims are subject to litigation which would affect the time period of utilisation. Legal claims which may succeed but are less likely to do so or cannot be estimated reliably are disclosed as contingent liabilities in Note 21.

Other Claims

The provision for the closure of HMP The Weare has now been utilised where required and the remainder written back.

14 Reconciliation of net operating cost to changes in general fund

	Notes	£'000s	2006-2007 £'000s	2005-2006 £'000s
Net operating cost for the year			(1,936,284)	(1,830,472)
Notional Items				
Cost of capital charge – Administration costs	4a		(291)	(22)
Cost of capital charge – Programme costs	4b		1,196	301
Auditor's remuneration	4a		190	170
Payroll administration	4a & 4b		4,243	4,271
Notional income	5		0	(350)
Funding from the Consolidated Fund (Supply)				
– current year	18c	2,282,690		2,264,000
Less: Funding for NOMS activities	18c	(410,190)	1,872,500	(469,835)
Transfer from other reserves	15		527	0
Found assets	6c		52	34
Prior year assets transferred to NOMS			0	(5,080,990)
Land & Building Revaluation Reserve to NOMS			0	1,326,828
Income not appropriated in aid paid to Consolidated Fund	5		(58)	(101)
Net decrease in General Fund			(57,925)	(3,786,166)
General Fund at 1 April 2006			1,467	3,787,633
General Fund at 31 March 2007			(56,458)	1,467

15 Reserves

15a Revaluation reserve

	2006-2007 £'000s	2005-2006 £'000s
Balance at 1 April 2006	4,207	2,202
Arising on revaluation during the year (net)	532	2,005
Transfer to General Fund	(527)	0
Balance at 31 March 2007	4,212	4,207

The revaluation reserve represents the unrealised element of the cumulative balance of indexation and revaluation adjustments (excluding donated assets).

15b Donated asset reserve

	2006-2007 £'000s	2005-2006 £'000s
Balance at 1 April 2006	42	12
Additions	0	33
Release to Operating Costs	(5)	(3)
Balance at 31 March 2007	37	42

The donated asset reserve reflects the net book value of assets donated to the Prison Service.

16 Operating commitments

Operating leases:

	31 March 2007		31 March 2006	
	Land and Buildings £'000s	Other £'000s	Land and Buildings £'000s	Other £'000s
At 31 March 2007 the Prison Service was committed to making the following payments during the next year in respect of operating leases expiring:				
-within 1 year	0	704	8	652
-between 2 to 5 years	365	1,205	441	1,275
-after 5 years	764	101	495	78
	1,129	2,010	944	2,005

Other non-cancellable contracts:

	31 March 2007 £'000s	31 March 2006 £'000s
At 31 March 2007 the Prison Service was committed to making the following payments during the next year in respect of contracts expiring:		
-within 1 year	55,600	64,149
-between 2 to 5 years	18,025	29,325
-after 5 years	70,167	71,650
	143,792	165,124

With reference to the above tables for operating leases and other non-cancellable contracts, the following should be noted:

- Education contracts are now being managed by the Learning Skills Councils (LSCs), following the transfer of education services to LSCs during 2006.
- In respect of other contracts expiring after five years; this mainly relates to a contract for the provision of an IT Managed Service. This is an off Balance Sheet PFI contract for a period of twelve years expiring in 2012. The commitment was not included in the published accounts for 2005-2006, as it was managed under NOMS. With effect from 1 April 2006, this was transferred back to the Prison Service and it has been included in the above figures for 2005-2006 for comparison purposes.

17 Capital commitments

Commitments for capital expenditure and major maintenance works for which no provision has been made in these accounts were as follows:

	31 March 2007 £'000s	31 March 2006 £'000s
Committed	0	0
Authorised but not contracted	16,000	17,554

18 Notes to the cash flow statement

18a Reconciliation of net operating cost to net cash outflow

	Notes	2006-2007 £'000s	2005-2006 £'000s
Net operating cost		(1,936,284)	(1,830,472)
Adjustments for non-cash transactions			
Non-cash administration costs	4a	654	3
Non-cash programme costs	4b	32,693	47,156
Non-cash income	5	0	(350)
Change in value of investments	7	36	133
		33,383	46,942
Adjustment for movements in working capital other than cash			
Stocks-decrease	8	6,848	1,083
Debtors – (increase)/decrease	9	(9,878)	16,465
Creditors – increase/(decrease)		11,754	(26,545)
Provisions utilised	13	(40,029)	(14,898)
		(31,305)	(23,895)
Net cash outflow from operating activities		(1,934,206)	(1,807,425)

Movements in working capital other than cash exclude overdrafts and amounts due to Government funding.

18b Payments to the Consolidated Fund

	Notes	2006-2007 £'000s	2005-2006 £'000s
Surrender of prior year CFER*	11	43	45
Surrender of current year CFER		46	57
		89	102

* CFER – Consolidated Fund Extra Receipts

18c Analysis of financing and reconciliation to the net cash requirement

	Notes	2006-2007 £'000s	£'000s	2005-2006 £'000s	£'000s
Funding from the Consolidated Fund (Supply) – current year	14	2,282,690		2,264,000	
Funding drawn for NOMS activities		(410,190)		(469,835)	
Other funding receipts	9	22,309		0	
Net funding received from Home Office for Prison Service activities			1,894,809		1,794,165
Less: NOMS expenditure		410,190		469,835	
NOMS funding required		(407,804)	2,386	(385,987)	83,848
Less: Amounts due to Consolidated Fund – received in prior year and paid over	18b		(43)		(45)
Less: Amounts due to Consolidated Fund – received in year and paid over			(46)		(57)
Less: Capital element of payments in respect of long term liabilities			(1,003)		(939)
Net financing			1,896,103		1,876,972
Decrease/(Increase) in cash	10		52,448		(31,041)
Net cash flows other than financing			1,948,551		1,845,931
Add: Capital element of payments in respect of long term liabilities			1,003		939
Net cash requirement			1,949,554		1,846,870

19 Related Party Transactions

The Home Office is regarded as a related party. During the year, the Prison Service provided custodial services to the Youth Justice Board and Immigration and Nationality Directorate (both part of the Home Office). In addition, the Prison Service received funding from other Government Departments for education, healthcare and resettlement services. Income from the departments is shown in note 5.

The Director General of the Prison Service and Chief Executive of the Youth Justice Board are related parties.

20 Financial Instruments

The Prison Service has no borrowings and relies primarily on departmental grants for its cash requirements, and is therefore not exposed to liquidity risks. It also has no material deposits, and all material assets and liabilities are denominated in sterling, so it is not exposed to interest rate risk or currency risk.

21 Contingent Liabilities

The Prison Service has contingent liabilities in respect of the following matters:

Claims for injury to staff, prisoners and the public amounting to £9.9m (£11.4m in 2005-2006) have been indicated to the Prison Service, where the likelihood of a liability arising is possible but not likely. Other claims for compensation where it is more likely than not that a liability will arise have been provided for in the accounts – see note 13.

Other Contingent Liabilities reported to Parliament:

An indemnity of up to £50m, in respect of any one accident, has been given to the British Airports Authority (BAA). This is in respect of damage or injury caused to third parties arising out of the negligence of the Prison Service in their use of vehicles travelling airside for the repatriation of prisoners. The likelihood of a liability arising from these contingencies is considered to be remote.

22 Events occurring after the Balance Sheet date

On 9 May 2007, the Prison Service became an Executive Agency of the Ministry of Justice. The financial statements have been authorised for issue on 17 July 2007 by Phil Wheatley, Accounting Officer for the Prison Service.

23 Financial Targets

There were no key financial targets for the Prison Service.

24 Losses and Special Payments

The following losses and special payments are included within the Operating Cost Statement.

	2006-2007		2005-2006	
	Cases	£'000s	Cases	£'000s
Cash losses	597	200	500	8
Losses of accountable stores	3,215	994	3,066	557
Fruitless payments and constructive losses	201	27	144	22
Claims waived or abandoned	55	48	64	32
Special payments	3,931	14,341	3,648	16,589
	7,999	15,610	7,422	17,208

Special payments include 17 payments over £100,000 in respect of compensation claims by staff (12 in 2005-2006), 8 compensation payments over £100,000 in respect of prisoners' claims (9 in 2005-2006) and 2 compensation payments over £100,000 made in respect of claims from members of the public (nil in 2005-2006).

In 2006-2007 the band for reviewing special payments changed from £100,000 to £250,000. Therefore, when reviewing these special payments over £250,000 only, these include 4 payments in respect of compensation claims by staff (4 in 2005-2006), 1 compensation payment in respect of prisoners' claims (2 in 2005-2006) and no compensation payments made in respect of claims from members of the public (nil in 2005-2006).

During 2006-2007, £10k was paid as interest on late payment of invoices to commercial organisations.



Appendix 1

Statistical Information



Statistics Summary by Function

Function name	Certified normal accommodation	Total average population	Direct resource expenditure*	Cost per place	Cost per prisoner
Male category B	3,709	3,658	£102,775,000	£27,713	£28,093
Male category C	21,576	22,241	£489,907,000	£22,707	£22,027
Male dispersal	3,170	2,901	£150,938,000	£47,613	£52,037
Female closed	852	785	£25,549,000	£29,987	£32,529
Female local	2,046	1,850	£76,002,000	£37,139	£41,084
Female open	153	109	£3,346,000	£21,871	£30,676
Male closed YOI	6,713	6,727	£216,087,000	£32,191	£32,124
Male juvenile	1,102	1,061	£42,838,000	£38,873	£40,378
Male local	19,113	24,529	£619,722,000	£32,425	£25,265
Male open	3,027	2,515	£60,051,000	£19,836	£23,877
Male open YOI	322	234	£9,057,000	£28,126	£38,718
Semi open	1,735	1,580	£37,874,000	£21,829	£23,970
Cluster	2,206	2,445	£54,374,000	£24,652	£22,241
Prison Totals:	65,723	70,634	£1,888,520,000	£28,734	£26,737

Cost per place: (Direct resource expenditure/Certified normal accommodation)

Cost per prisoner: (Direct resource expenditure/Total average population)

* Direct Resource Expenditure has been rounded to the nearest thousand

1. All displayed figures are subject to rounding. Calculations are based on unrounded figures.
2. Establishments are categorised in these tables by their main role as at the end of 2006-2007 for all periods reported. Establishments that have more than one role have been placed in the category that represents the primary or dominant function of the prison. For example, HMP Moorland is designated as a category C adult establishment but includes a large young offender population. For this reason, performance of prisons within a category cannot necessarily be compared on a like for like basis. Further information on comparisons is available from Prison Service Strategy & Performance Group.
3. All figures relate to public sector prisons only. No private sector prisons are included.
4. Data relating to population, CNA, expenditure, cost per prisoner and cost per place is set out by establishment. However all other indicators are reported at the level of prison category or operational area. Outturn data can be found on the Prison Service website, www.prisonsservice.gov.uk.
5. YOI refers to Young Offender Institutions.
6. Data for Cookham Wood and East Sutton Park is now reported as the CWESP cluster. Similarly, Elmley, Standford Hill and Swaleside, is reported under the Sheppey cluster. Performance data for these individual prisons has been extracted from their respective prison category and included under the 'Cluster' category.
7. Two establishments changed their category within 2006-2007. Bullwood Hall changed from a Female closed prison to a Male category C prison in June 2006; Brockhill changed from a Female Local prison to a Male category C prison in July 2006.
8. Set up costs for HMP Kennet, a Male category C prison due to become operational in 2007-2008, have been excluded from the financial information shown.

Male category B prisons (7)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Albany	528	524	£13,269,572	£25,144	£25,316
Garth	633	606	£17,731,594	£28,027	£29,244
Gartree	662	543	£15,909,775	£24,024	£29,304
Grendon	588	540	£15,233,764	£25,911	£28,211
High Down	643	747	£18,469,752	£28,724	£24,736
Kingston	194	193	£6,346,828	£32,716	£32,942
Parkhurst	461	506	£15,813,700	£34,303	£31,273
Totals:	3,709	3,658	£102,774,985	£27,713	£28,093

Male category C prisons (37)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Acklington	882	844	£16,998,692	£19,273	£20,135
Ashwell	535	541	£10,478,840	£19,587	£19,381
Blundeston	420	460	£11,746,992	£27,969	£25,523
Brockhill*	167	134	£6,304,629	£37,847	£46,991
Buckley Hall	350	381	£8,819,866	£25,200	£23,159
Bullwood Hall*	180	147	£7,286,035	£40,478	£49,734
Camp Hill	516	587	£12,601,518	£24,406	£21,477
Canterbury	196	280	£7,567,549	£38,610	£27,067
Channings Wood	634	658	£14,593,341	£23,018	£22,192
Coldingley	370	389	£9,548,197	£25,806	£24,524
Dartmoor	598	616	£16,156,709	£27,018	£26,239
Edmunds Hill	366	358	£9,806,474	£26,794	£27,367
Erlestoke	426	421	£9,166,199	£21,517	£21,798
Everthorpe	636	664	£13,630,207	£21,442	£20,535
Featherstone	599	609	£13,107,365	£21,882	£21,508
Guys Marsh	519	569	£11,145,414	£21,471	£19,599
Haverigg	558	563	£12,557,219	£22,504	£22,304
Highpoint	792	809	£14,638,460	£18,483	£18,104
Lancaster	159	229	£7,178,653	£45,149	£31,348
Lindholme	930	934	£22,986,009	£24,707	£24,602
Littlehey	663	694	£12,610,252	£19,020	£18,168
Maidstone	559	584	£12,441,102	£22,256	£21,288
Moorland	1,000	990	£20,959,415	£20,959	£21,169
Mount	704	717	£15,642,553	£22,220	£21,822
Onley	640	598	£15,843,024	£24,755	£26,493
Ranby	912	1,032	£21,076,256	£23,110	£20,426
Risley	1,042	1,074	£20,315,828	£19,494	£18,912
Shepton Mallet	165	186	£5,728,839	£34,720	£30,759
Stafford	680	672	£13,497,600	£19,849	£20,093
Stocken	595	616	£12,045,855	£20,245	£19,544
Usk\Prescoed	314	403	£9,001,751	£28,714	£22,360
Verne	554	586	£11,591,763	£20,943	£19,798
Wayland	657	697	£12,117,511	£18,444	£17,377
Wealstun	885	808	£16,578,452	£18,733	£20,531
Wellingborough	636	622	£14,042,348	£22,079	£22,579
Whatton	719	726	£17,343,644	£24,122	£23,903
Wymott	1,018	1,045	£22,752,602	£22,343	£21,768
Totals:	21,576	22,241	£489,907,161	£22,707	£22,027

* Includes costs relating to re-role from female to male establishments

Male dispersal prisons (5)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Frankland	733	711	£37,597,465	£51,328	£52,905
Full Sutton	602	577	£29,353,032	£48,732	£50,850
Long Lartin	595	435	£25,132,920	£42,222	£57,733
Wakefield	748	733	£28,134,501	£37,613	£38,370
Whitemoor	492	444	£30,720,227	£62,439	£69,177
Totals:	3,170	2,901	£150,938,145	£47,613	£52,037

Female closed prisons (3)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Downview	362	345	£9,802,533	£27,104	£28,393
Foston Hall	272	230	£8,917,303	£32,744	£38,743
Send	218	210	£6,829,178	£31,327	£32,520
Totals:	852	785	£25,549,014	£29,987	£32,529

Female local prisons (5)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Eastwood Park	326	335	£11,120,123	£34,111	£33,244
Holloway	544	453	£22,390,643	£41,159	£49,437
Low Newton	336	265	£10,971,065	£32,620	£41,348
New Hall	393	357	£15,647,961	£39,817	£43,842
Styal	447	440	£15,871,989	£35,501	£36,052
Totals:	2,046	1,850	£76,001,781	£37,139	£41,084

Female open prisons (1)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Askham Grange	153	109	£3,346,294	£21,871	£30,676
Totals:	153	109	£3,346,294	£21,871	£30,676

Male closed YOI prisons (14)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Aylesbury	436	440	£14,226,996	£32,618	£32,346
Brinsford	473	461	£16,218,463	£34,289	£35,181
Castington	400	382	£14,167,140	£35,418	£37,103
Deerbolt	513	424	£13,744,638	£26,793	£32,404
Feltham	764	611	£30,744,409	£40,241	£50,318
Glen Parva	668	796	£20,430,817	£30,585	£25,670
Hindley	539	428	£17,101,097	£31,727	£39,971
Lancaster Farms	480	521	£16,359,335	£34,082	£31,405
Northallerton	153	233	£6,330,720	£41,377	£27,200
Portland	531	508	£14,403,302	£27,146	£28,381
Reading	190	274	£9,060,282	£47,686	£33,027
Rochester	392	387	£10,544,850	£26,900	£27,218
Stoke Heath	574	651	£17,643,174	£30,737	£27,088
Swinfen Hall	600	611	£15,112,230	£25,187	£24,737
Totals:	6,713	6,727	£216,087,453	£32,191	£32,124

Male juvenile prisons (4)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Huntercombe	360	355	£14,084,478	£39,124	£39,637
Warren Hill	222	213	£9,706,770	£43,724	£45,679
Werrington	160	150	£6,792,696	£42,454	£45,209
Wetherby	360	343	£12,254,074	£34,039	£35,744
Totals:	1,102	1,061	£42,838,017	£38,873	£40,378

Male local prisons (31)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Bedford	325	481	£11,400,634	£35,079	£23,702
Belmarsh	799	922	£41,093,133	£51,431	£44,553
Birmingham	1,121	1,441	£31,701,197	£28,279	£21,998
Blakenhurst	827	1,059	£19,753,867	£23,886	£18,647
Bristol	420	601	£17,785,009	£42,345	£29,572
Brixton	606	804	£21,757,264	£35,903	£27,075
Bullingdon	759	961	£21,042,016	£27,723	£21,888
Cardiff	524	749	£18,335,879	£34,992	£24,489
Chelmsford	481	613	£17,858,913	£37,129	£29,134
Dorchester	147	250	£7,410,520	£50,412	£29,672
Durham	585	909	£22,706,943	£38,832	£24,989
Exeter	316	505	£13,692,678	£43,331	£27,123
Gloucester	225	303	£8,813,471	£39,171	£29,135
Holme House	857	990	£20,440,077	£23,851	£20,653
Hull	723	1,008	£21,611,018	£29,898	£21,434
Leeds	803	1,107	£25,897,386	£32,251	£23,389
Leicester	206	342	£10,286,318	£49,934	£30,055
Lewes	458	533	£11,345,571	£24,772	£21,286
Lincoln	449	480	£13,983,817	£31,144	£29,158
Liverpool	1,144	1,325	£28,594,247	£25,000	£21,575
Manchester	961	1,241	£33,684,865	£35,052	£27,152
Norwich	574	713	£17,388,429	£30,293	£24,373
Nottingham	564	523	£14,413,778	£25,556	£27,577
Pentonville	921	1,084	£27,669,006	£30,042	£25,531
Preston	446	676	£17,602,027	£39,496	£26,029
Shrewsbury	182	337	£8,364,005	£45,956	£24,831
Swansea	249	424	£10,865,860	£43,726	£25,632
Wandsworth	1,113	1,467	£31,050,348	£27,898	£21,172
Winchester	475	661	£16,726,737	£35,196	£25,324
Woodhill	677	769	£30,621,670	£45,231	£39,799
Wormwood Scrubs	1,177	1,252	£25,825,567	£21,942	£20,632
Totals:	19,113	24,529	£619,722,251	£32,425	£25,265

Male open prisons (7)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Ford	541	427	£7,676,459	£14,189	£17,988
Hewell Grange	186	168	£4,185,962	£22,495	£24,954
Hollesley Bay	330	284	£8,075,350	£24,471	£28,426
Kirkham	589	469	£14,122,655	£23,964	£30,112
Leyhill	512	375	£11,451,643	£22,366	£30,531
North Sea Camp	306	267	£5,832,437	£19,060	£21,851
Sudbury	563	525	£8,706,046	£15,464	£16,570
Totals:	3,027	2,515	£60,050,551	£19,836	£23,877

Male open YOI prisons (1)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Thorn Cross	322	234	£9,056,704	£28,126	£38,718
Totals:	322	234	£9,056,704	£28,126	£38,718

Semi open prisons (7)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Blantyre House	122	121	£2,912,644	£23,874	£24,138
Dover	316	291	£7,102,642	£22,477	£24,422
Drake Hall	315	272	£8,112,142	£25,753	£29,797
Haslar	160	140	£3,582,997	£22,394	£25,685
Kirkclevington	223	221	£4,308,029	£19,319	£19,464
Latchmere House	207	193	£3,578,160	£17,286	£18,564
Morton Hall	392	343	£8,277,301	£21,116	£24,150
Totals:	1,735	1,580	£37,873,915	£21,829	£23,970

Cluster (2)

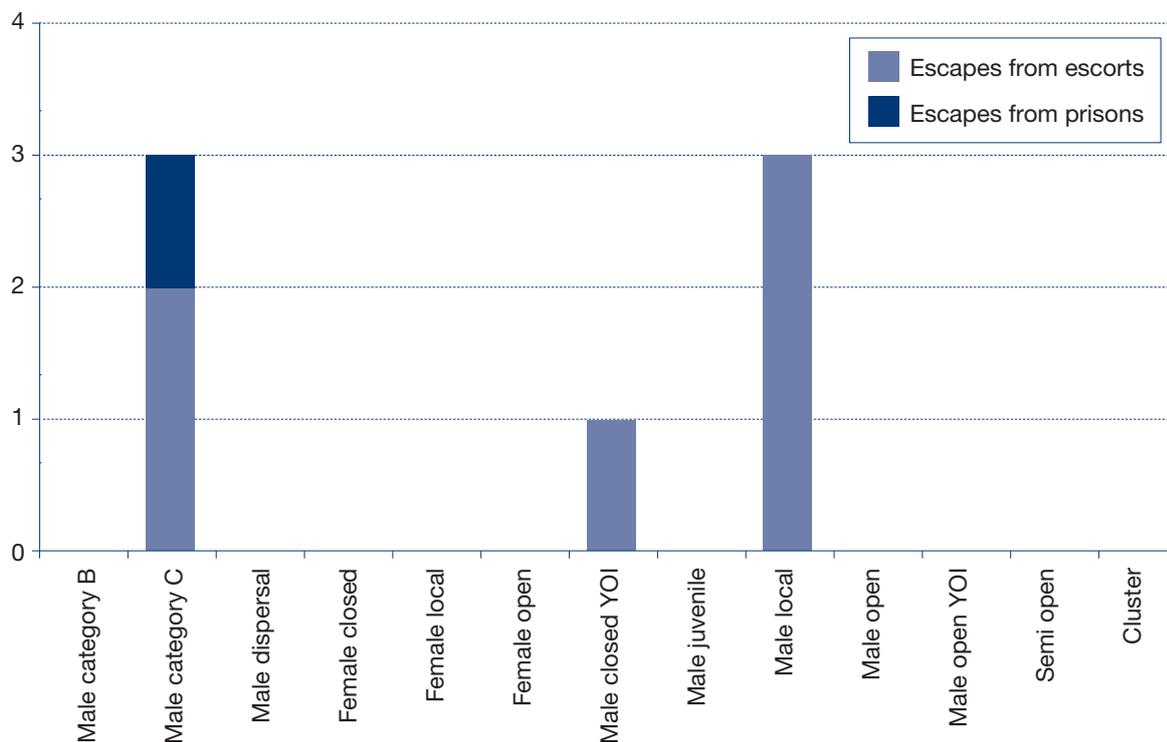
Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
CWESP	233	272	£9,358,484	£40,223	£34,427
Sheppey	1,973	2,173	£45,015,101	£22,816	£20,716
Totals:	2,206	2,445	£54,373,585	£24,652	£22,241

Key Performance Indicators by function and operational area

Escapes

Function name	Escapes from escorts	Escapes from prisons	Escapes total
Male category B	0	0	0
Male category C	2	1	3
Male dispersal	0	0	0
Female closed	0	0	0
Female local	0	0	0
Female open	0	0	0
Male closed YOI	1	0	1
Male juvenile	0	0	0
Male local	3	0	3
Male open	0	0	0
Male open YOI	0	0	0
Semi open	0	0	0
Cluster	0	0	0
Totals:	6	1	7

Total number of escapes by prison function

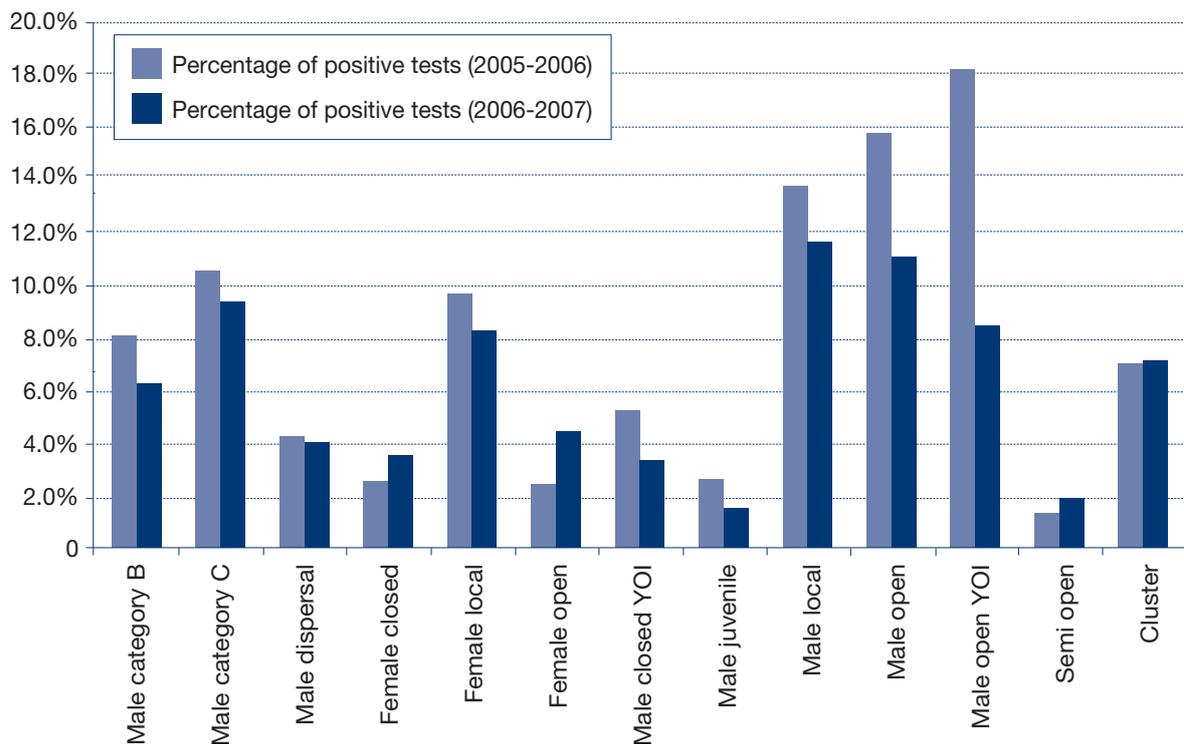


Mandatory Drug Testing (MDT)

MDT figures 2006-2007

Function name	No. of mandatory drug tests	No. of positive results	Percentage of positive tests
Male category B	2,648	165	6.2%
Male category C	15,664	1,449	9.3%
Male dispersal	1,766	71	4.0%
Female closed	911	32	3.5%
Female local	2,352	194	8.2%
Female open	136	6	4.4%
Male closed YOI	5,233	172	3.3%
Male juvenile	1,274	19	1.5%
Male local	16,783	1,942	11.6%
Male open	2,674	295	11.0%
Male open YOI	286	24	8.4%
Semi open	1,398	28	2.0%
Cluster	1,666	119	7.1%
Totals:	52,791	4,516	8.6%

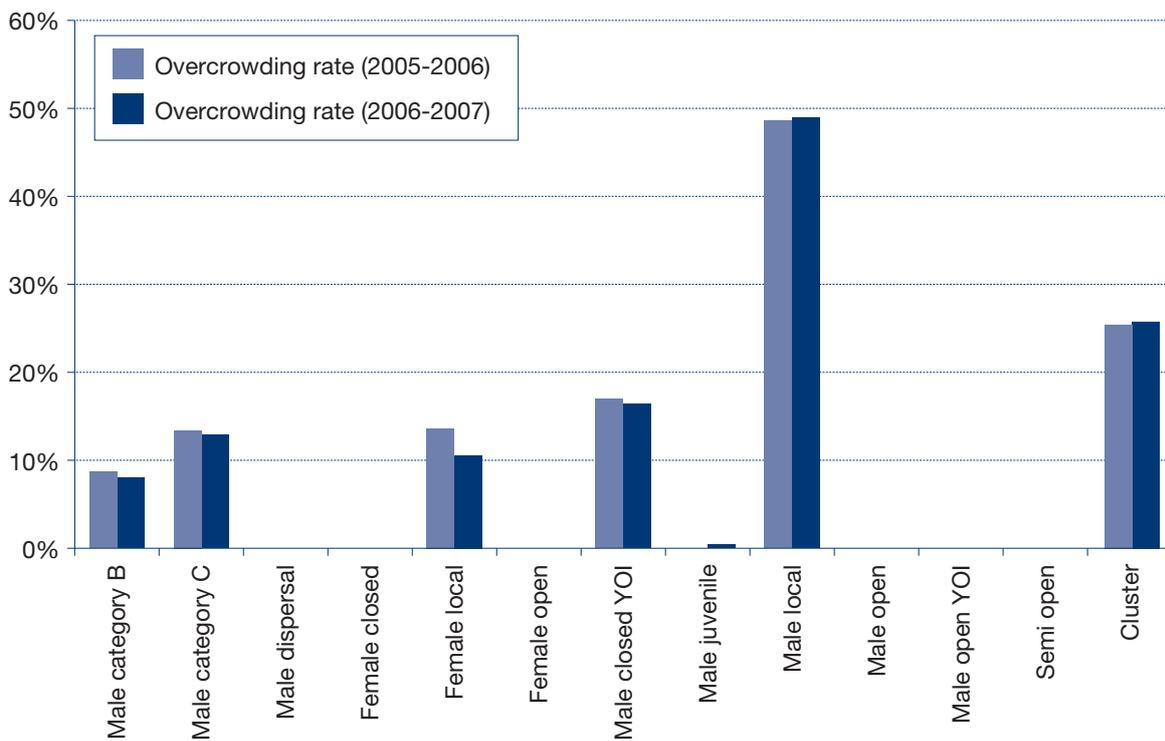
Rate of positive mandatory drug testing compared with last year by prison function



Overcrowding

Function name	Overcrowding target	Overcrowding rate
Male category B	9.8%	9.5%
Male category C	14.7%	12.0%
Male dispersal	0.0%	0.0%
Female closed	0.0%	0.0%
Female local	14.0%	10.6%
Female open	0.0%	0.0%
Male closed YOI	16.6%	14.2%
Male juvenile	0.0%	0.9%
Male local	52.1%	49.9%
Male open	0.1%	0.0%
Male open YOI	0.0%	0.0%
Semi open	0.0%	0.0%
Cluster	11.8%	25.7%
Totals:	24.0%	24.1%

Percentage of overcrowding compared with last year by prison function

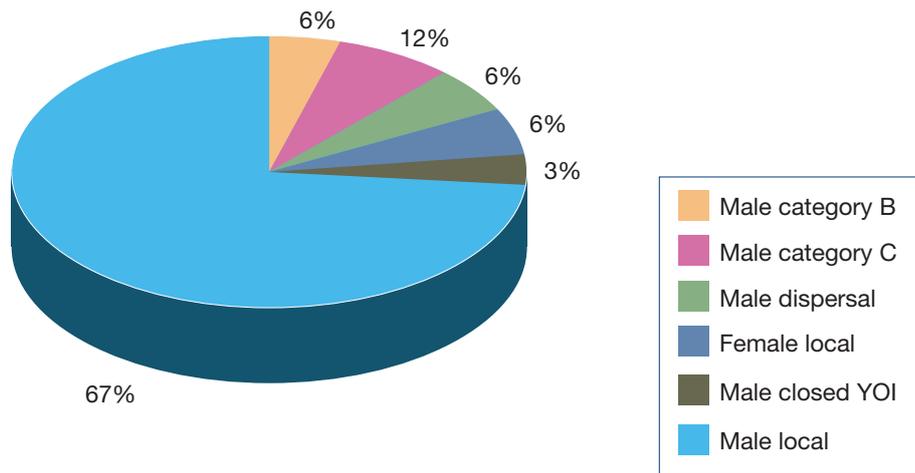


Self-inflicted deaths

Function name	Self-inflicted deaths
Male category B	4
Male category C	8
Male dispersal	4
Female closed	0
Female local	4
Female open	0
Male closed YOI	2
Male juvenile	0
Male local	45
Male open	0
Male open YOI	0
Semi open	0
Cluster	0
Totals:	68*

* Includes a self-inflicted death reported during contractor escort.

Percentage breakdown of self-inflicted deaths by prison function



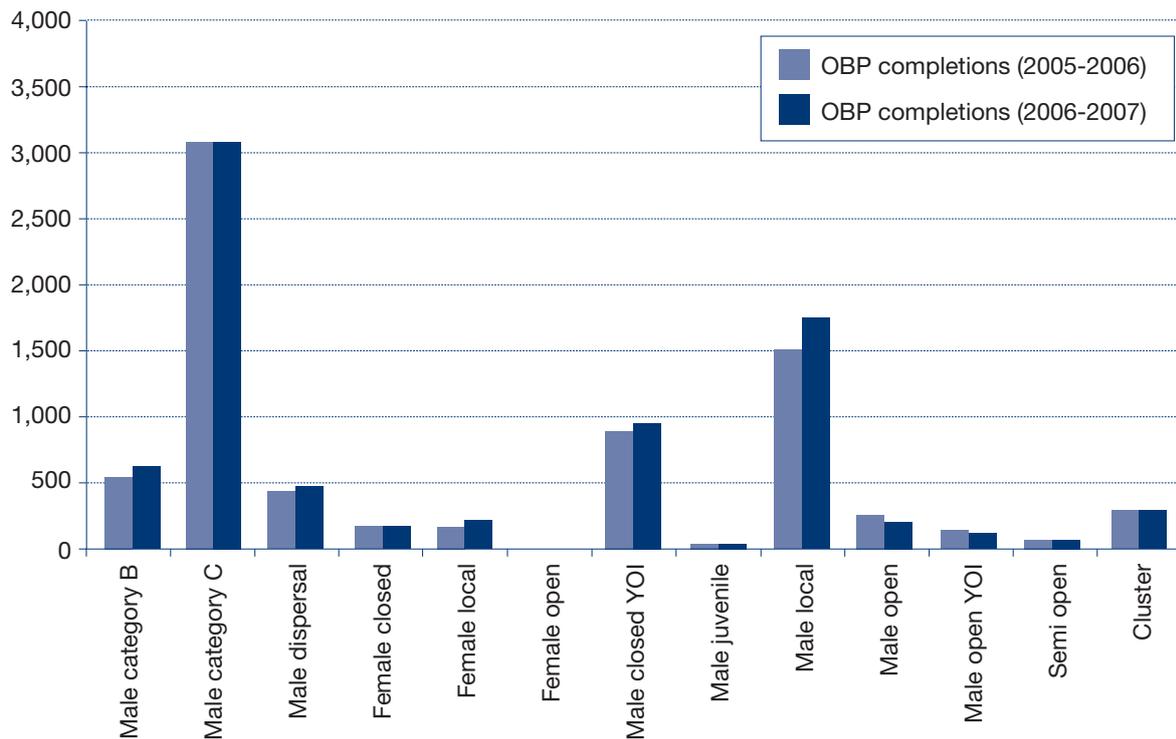
Offending Behaviour Programmes (OBP)

Function name	Annual target	OBP completions*	Percentage of target
Male category B	582	643	110%
Male category C	2,994	3,128	104%
Male dispersal	440	443	101%
Female closed	120	143	119%
Female local	152	226	149%
Female open	0	0	-
Male closed YOI	892	936	105%
Male juvenile	52	54	104%
Male local	1,536	1,727	112%
Male open	153	147	96%
Male open YOI	90	91	101%
Semi open	70	82	117%
Cluster	243	302	124%
Totals:	7,324**	7,921	108%

*OBPs include Sex Offender Treatment Programmes (SOTPs).

** Prison Service national target was 6,720.

Number of offending behaviour programme completions compared with last year by prison function

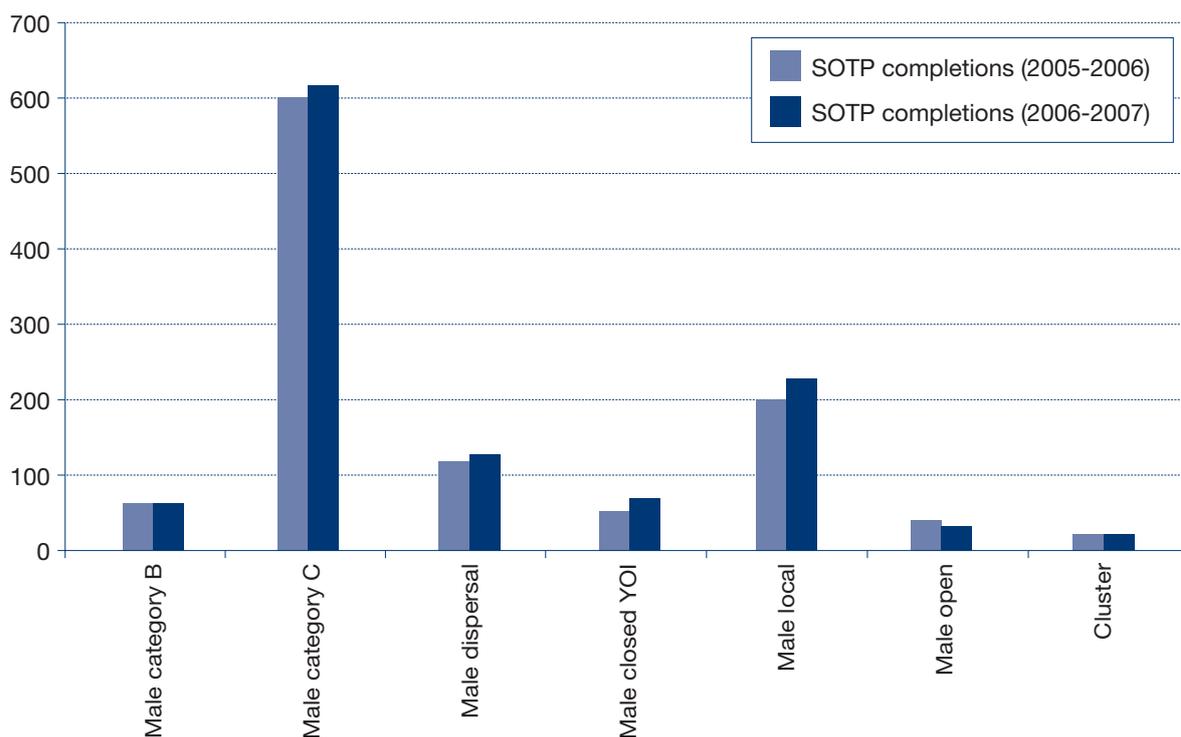


Sex Offender Treatment Programmes (SOTP)

Function name	Annual target	SOTP completions	Percentage of target
Male category B	64	66	103%
Male category C	640	614	96%
Male dispersal	169	130	77%
Female closed	0	0	-
Female local	0	0	-
Female open	0	0	-
Male closed YOI	59	70	119%
Male juvenile	0	0	-
Male local	230	223	97%
Male open	40	32	80%
Male open YOI	0	0	-
Semi open	0	0	-
Cluster	24	25	104%
Totals:	1,226*	1,160	95%

* Prison Service national target was 1,160.

Number of sex offender treatment programme completions compared with last year by prison function



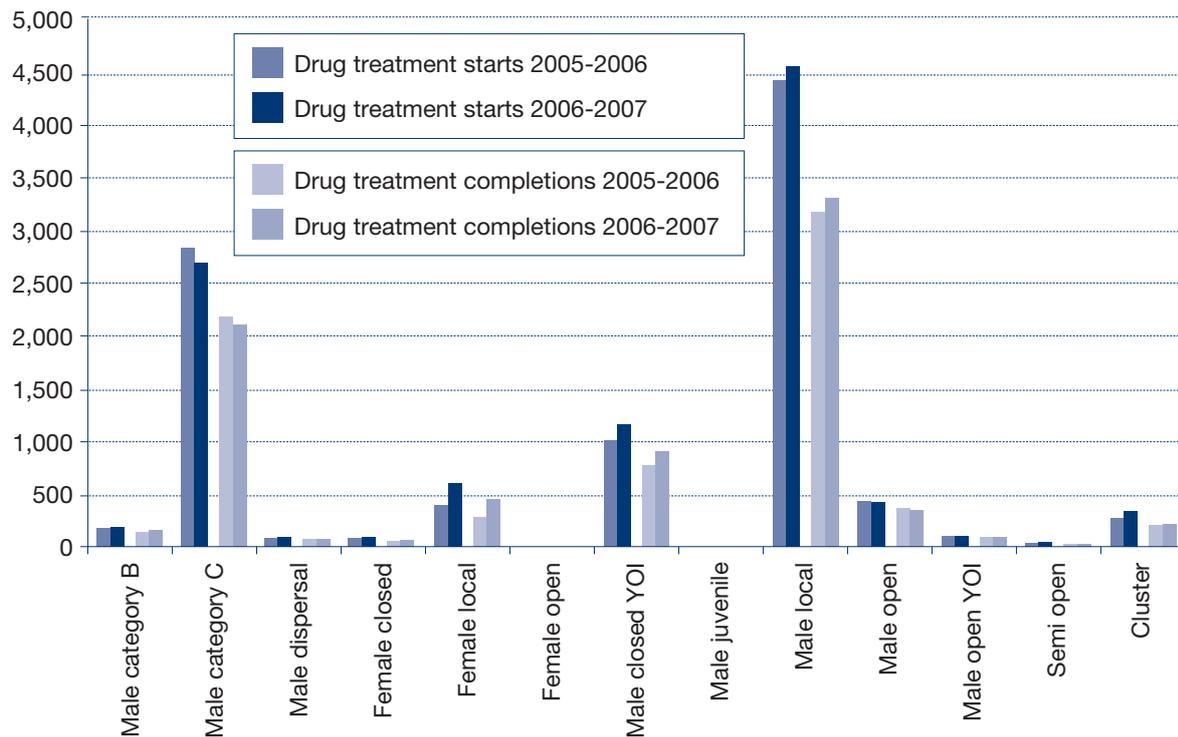
Note: function groups not shown here had 0 SOTPs.

Drug treatment programmes

Function name	Drug treatment starts target	Drug treatment starts	Drug treatment completions target	Drug treatment completions
Male category B	184	187	120	153
Male category C	2,792	2,687	1,778	2,063
Male dispersal	90	93	70	69
Female closed	96	89	59	66
Female local	600	600	390	452
Female open	0	0	0	0
Male closed YOI	1,170	1,161	761	898
Male juvenile	0	0	0	0
Male local	4,697	4,546	3,011	3,301
Male open	516	420	335	345
Male open YOI	100	101	65	89
Semi open	40	38	24	23
Cluster	346	340	220	216
Totals:	10,631	10,262	6,833*	7,675

* Prison Service national target was 5,923.

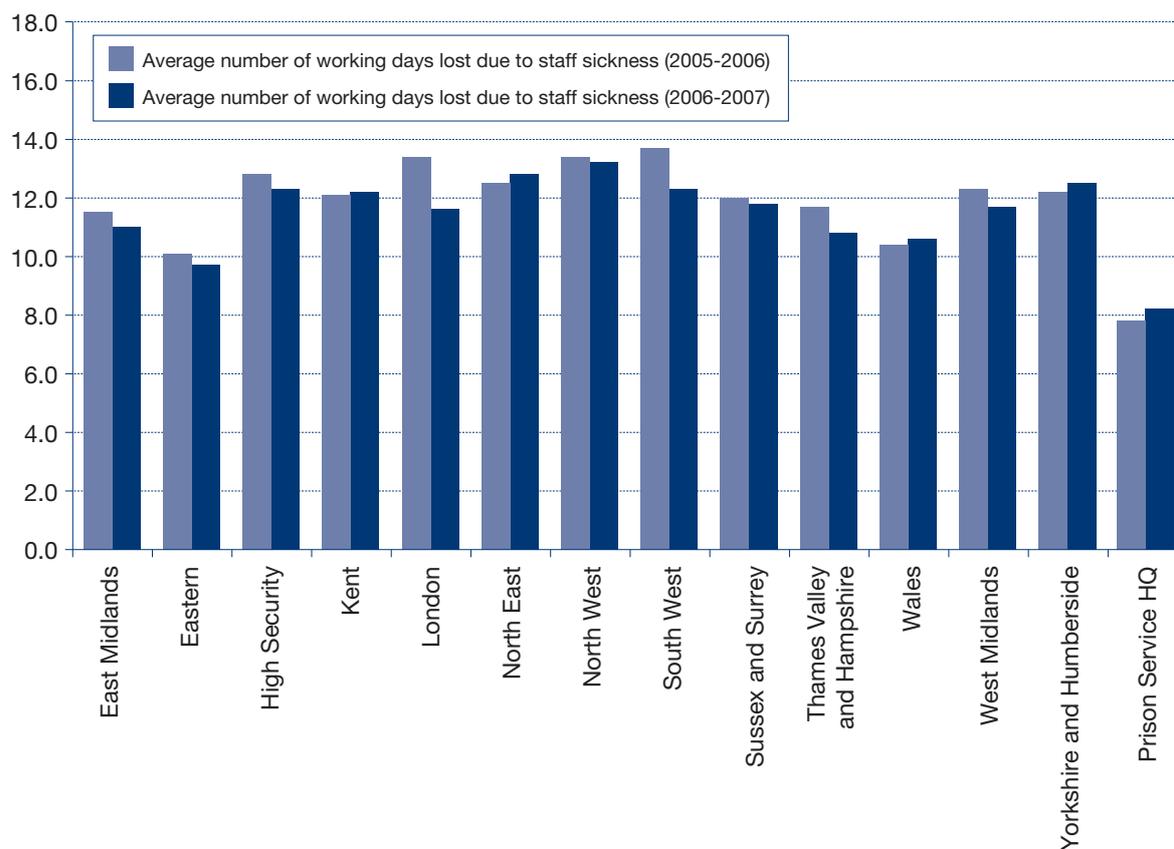
Drug treatment starts and completions compared with last year by prison function



Staff sickness

Operational area	Total sick days (annual)	No. of staff in post (monthly average)	Average number of working days lost due to staff sickness
East Midlands	56,775	5,184	11.0
Eastern	34,696	3,560	9.7
High Security	77,882	6,320	12.3
Kent	30,461	2,502	12.2
London	43,985	3,786	11.6
North East	33,019	2,625	12.6
North West	67,284	5,082	13.2
South West	46,422	3,769	12.3
Sussex and Surrey	18,084	1,535	11.8
Thames Valley and Hampshire	35,421	3,287	10.8
Wales	10,824	1,020	10.6
West Midlands	47,737	4,074	11.7
Yorkshire and Humberside	51,088	4,099	12.5
Prison Service HQ	19,406	2,369	8.2
Totals:	573,085	49,211	11.6

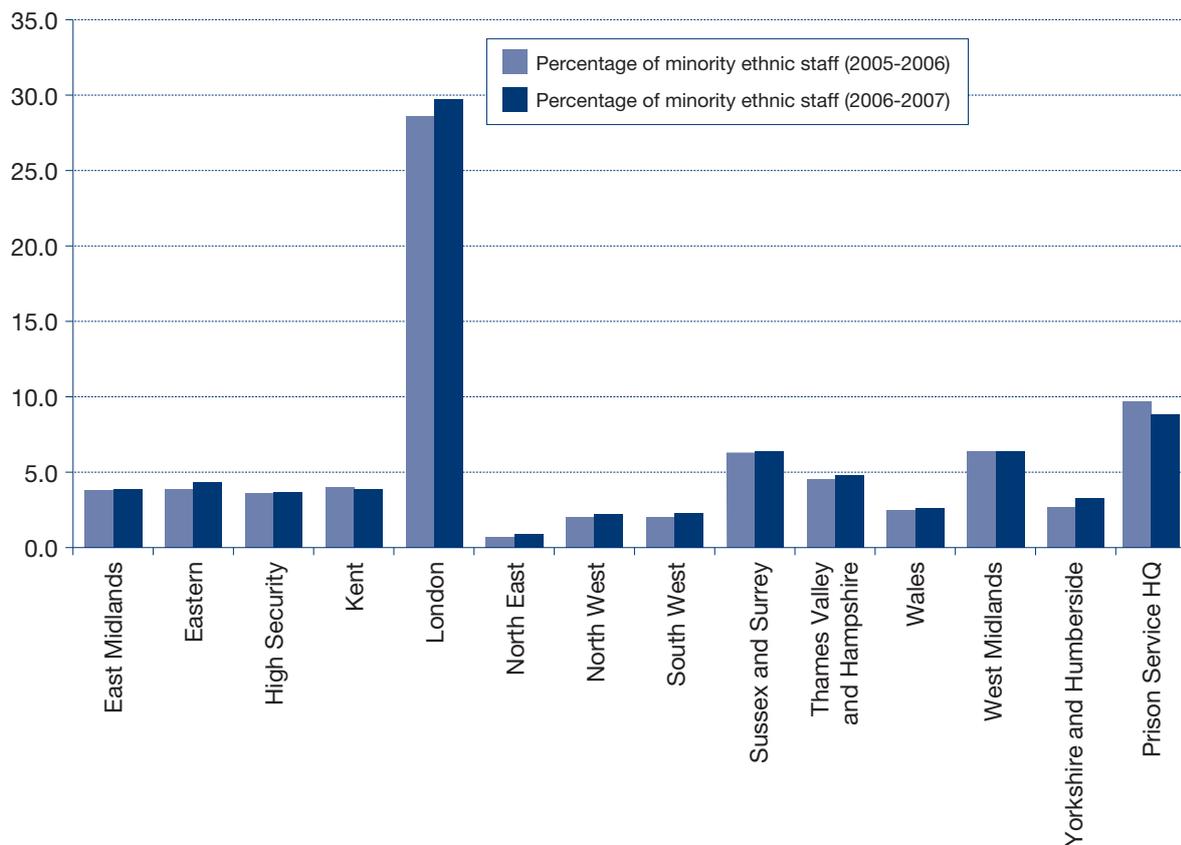
Average number of working days lost due to staff sickness compared with last year by operational area



Minority ethnic staff

Operational area	Annual target	No. of minority ethnic staff (end of Mar 07)	No. of staff in post (end of Mar 07)	Percentage of minority ethnic staff (end of Mar 07)
East Midlands	4.4%	205	5241	3.9%
Eastern	4.2%	153	3565	4.3%
High Security	4.4%	238	6403	3.7%
Kent	4.3%	96	2479	3.9%
London	29.1%	1111	3735	29.7%
North East	1.1%	23	2654	0.9%
North West	2.2%	114	5151	2.2%
South West	2.5%	86	3759	2.3%
Sussex and Surrey	6.1%	98	1539	6.4%
Thames Valley and Hampshire	4.4%	158	3311	4.8%
Wales	3.1%	26	1012	2.6%
West Midlands	7.2%	259	4018	6.4%
Yorkshire and Humberside	3.3%	136	4143	3.3%
Prison Service HQ	N/A	229	2592	8.8%
Totals:	6.0%	2,932	49,602	5.9%

Percentage of minority ethnic staff compared with last year by operational area

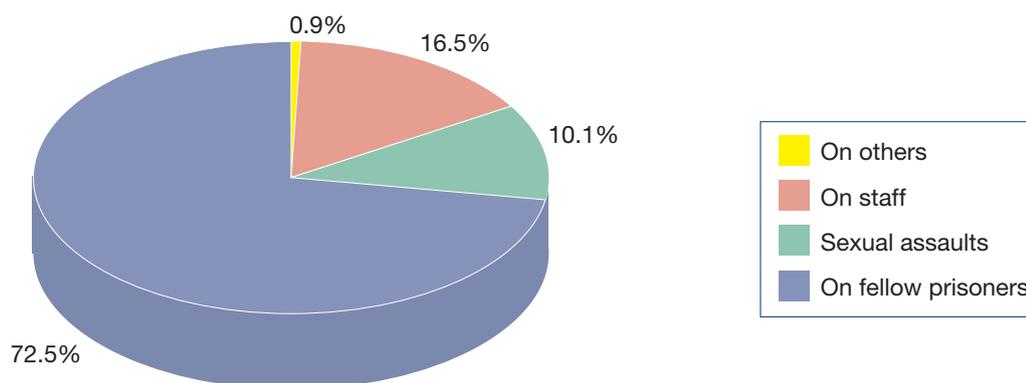


Serious assaults

Function name	Serious assaults					Total	Total assaults rate target	Total assaults rate
	On fellow prisoners	On others	On staff	Sexual assaults				
Male category B	39	0	8	1	48	1.78%	1.31%	
Male category C	237	1	34	35	307	1.46%	1.38%	
Male dispersal	33	0	10	7	50	1.74%	1.72%	
Female closed	3	0	1	0	4	1.19%	0.51%	
Female local	13	0	11	10	34	2.24%	1.84%	
Female open	0	0	0	0	0	0.00%	0.00%	
Male closed YOI	173	3	41	12	229	3.43%	3.40%	
Male juvenile	37	0	9	2	48	3.20%	4.52%	
Male local	274	6	68	46	394	2.09%	1.61%	
Male open	8	0	1	1	10	0.71%	0.40%	
Male open YOI	6	0	0	2	8	3.80%	3.42%	
Semi open	5	0	0	1	6	1.22%	0.38%	
Cluster	20	1	0	1	22	1.06%	0.90%	
Totals*	850	11	194	118	1,173	1.53%	1.66%	

* Includes serious assaults reported during contractor escort.

Percentage breakdown of total serious assaults by assault type



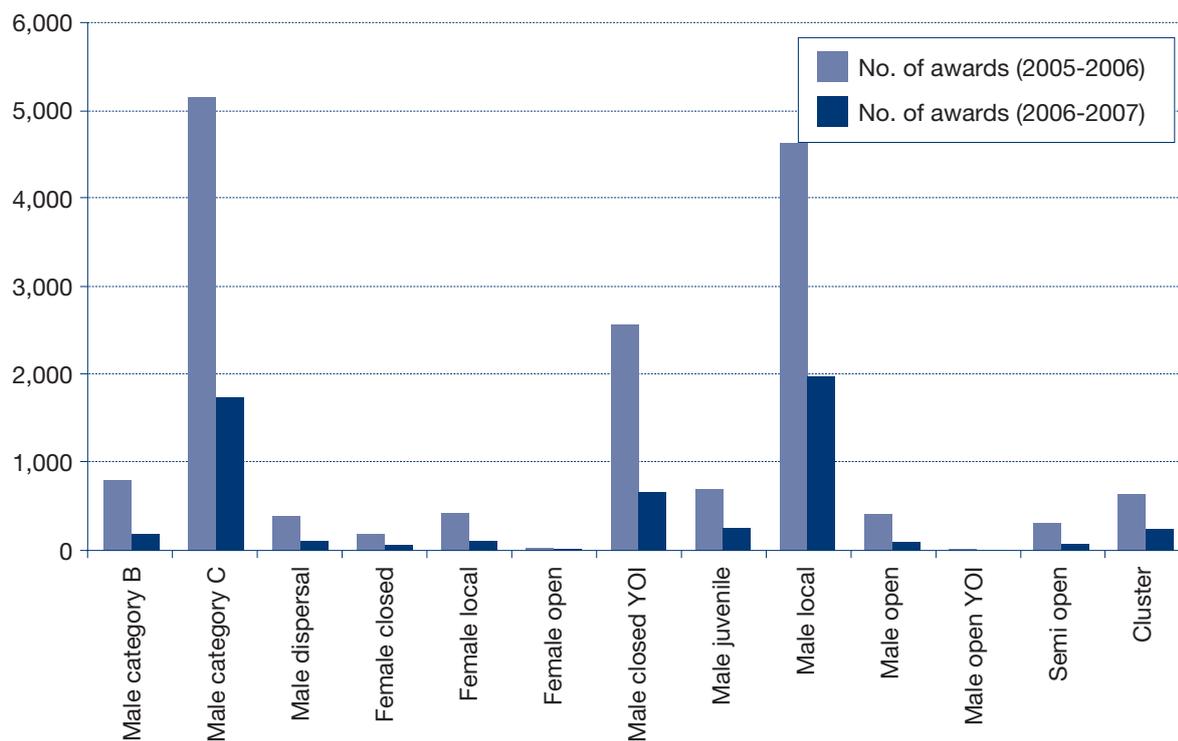
Basic skills awards: Entry level basic skills

Function name	Annual target	No. of awards	Percentage of target
Male category B	145	178	123%
Male category C	1,171	1,687	144%
Male dispersal	90	102	113%
Female closed	53	57	108%
Female local	76	102	134%
Female open	6	15	265%
Male closed YOI	635	645	102%
Male juvenile	284	250	88%
Male local	1,252	1,918	153%
Male open	114	89	78%
Male open YOI	0	0	-
Semi open	60	72	119%
Cluster	265	240	90%
Totals:	4,151*	5,355**	129%

* Prison Service national target was 3,050 (April-July only).

** Total includes awards achieved by Welsh prisons for the entire financial year

Entry level – number of basic skills awards compared with last year by prison function



Note: Control of education in three areas was transferred to the Learning and Skills Council (LSC) in August 2005. Control of education in the remaining areas, except Wales, was transferred to the LSC in August 2006.

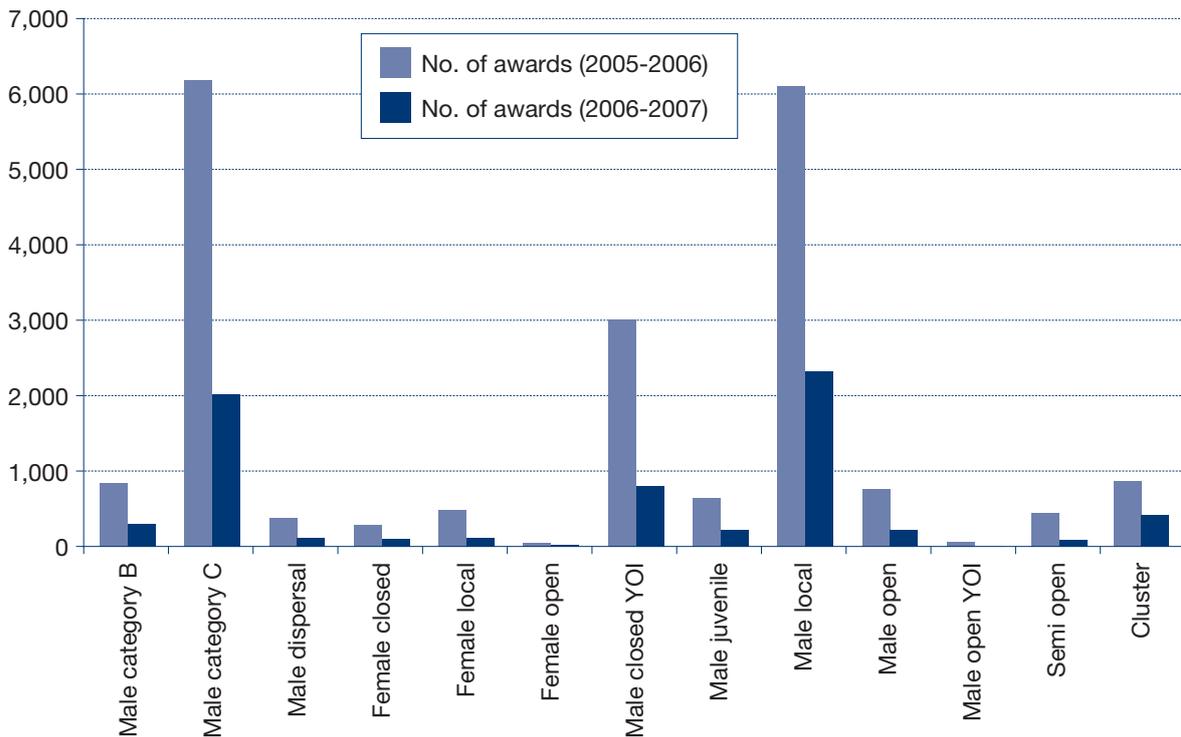
Basic skills awards: Level 1 basic skills

Function name	Annual target	No. of awards	Percentage of target
Male category B	217	303	140%
Male category C	1,530	2,021	132%
Male dispersal	153	115	75%
Female closed	112	99	89%
Female local	99	107	108%
Female open	19	21	111%
Male closed YOI	774	797	103%
Male juvenile	195	219	112%
Male local	1,839	2,324	126%
Male open	186	215	116%
Male open YOI	0	0	-
Semi open	93	85	92%
Cluster	308	418	136%
Totals:	5,526*	6,724**	122%

* Prison Service national target was 4,700 (April-July only).

** Total includes awards achieved by Welsh prisons for the entire financial year

Level 1 – number of basic skills awards compared with last year by prison function



Note: Control of education in three areas was transferred to the Learning and Skills Council (LSC) in August 2005. Control of education in the remaining areas, except Wales, was transferred to the LSC in August 2006.

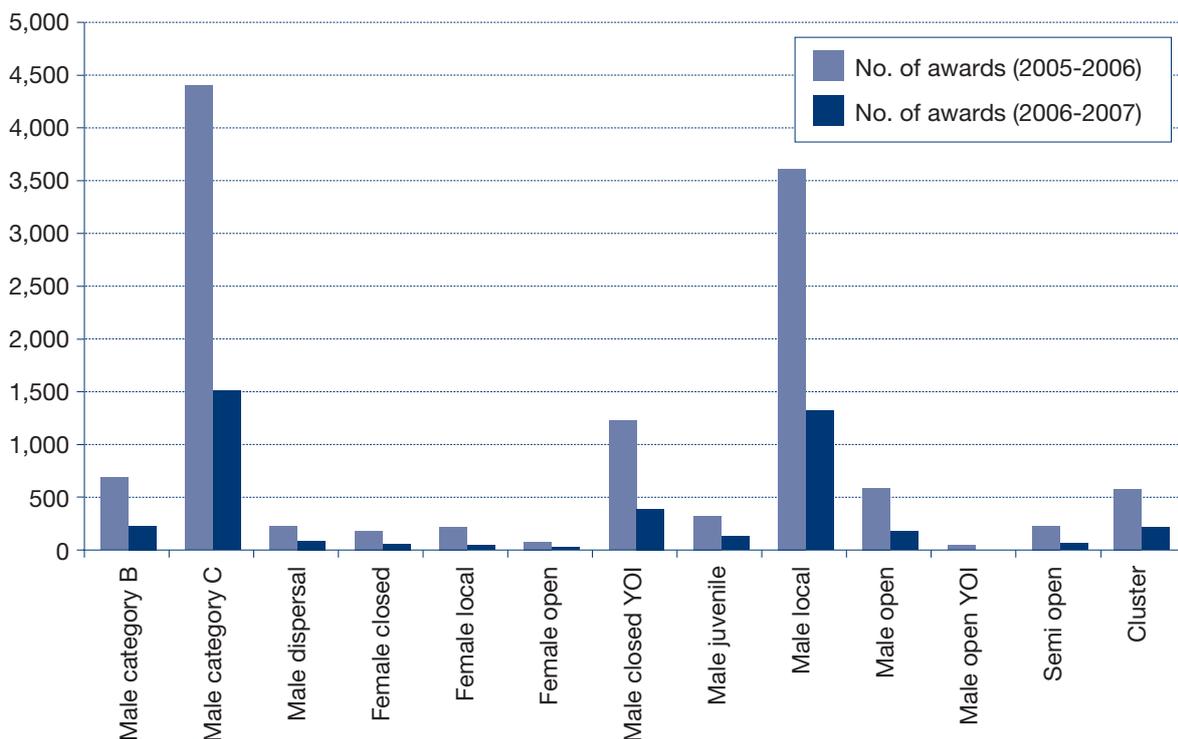
Basic skills awards: Level 2 basic skills

Function name	Annual target	No. of awards	Percentage of target
Male category B	185	230	124%
Male category C	1,183	1,509	128%
Male dispersal	71	86	121%
Female closed	69	60	87%
Female local	41	42	102%
Female open	16	27	169%
Male closed YOI	338	388	115%
Male juvenile	78	127	162%
Male local	1,028	1,319	128%
Male open	154	176	115%
Male open YOI	0	0	-
Semi open	62	57	92%
Cluster	168	212	126%
Totals:	3,393*	4,233**	125%

* Prison Service national target was 3,150 (April-July only).

** Total includes awards achieved by Welsh prisons for the entire financial year

Level 2 – number of basic skills awards compared with last year by prison function



Note: Control of education in three areas was transferred to the Learning and Skills Council (LSC) in August 2005. Control of education in the remaining areas, except Wales, was transferred to the LSC in August 2006.

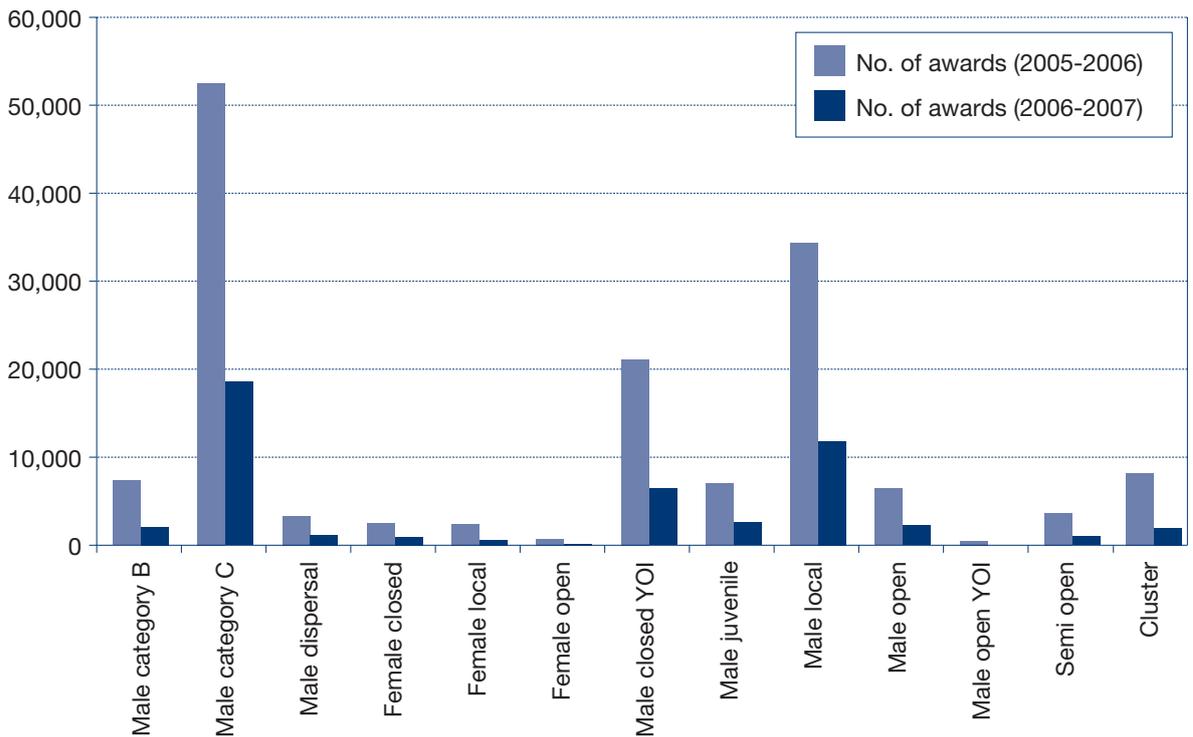
Basic skills awards: Work skills

Function name	Annual target	No. of awards	Percentage of target
Male category B	1,637	2,047	125%
Male category C	12,383	18,057	146%
Male dispersal	995	1,136	114%
Female closed	491	897	183%
Female local	448	615	137%
Female open	200	162	81%
Male closed YOI	4,649	6,251	134%
Male juvenile	1,183	2,514	213%
Male local	8,116	11,467	141%
Male open	1,376	2,177	158%
Male open YOI	0	0	-
Semi open	602	981	163%
Cluster	5,084	1,894	37%
Totals:	37,164*	48,198**	130%

* Prison Service national target was 34,440 (April-July only).

** Total includes awards achieved by Welsh prisons for the entire financial year

Work skills – number of awards compared with last year by prison function



Note: Control of education in three areas was transferred to the Learning and Skills Council (LSC) in August 2005. Control of education in the remaining areas, except Wales, was transferred to the LSC in August 2006.

Resettlement (education, training or employment outcomes)*

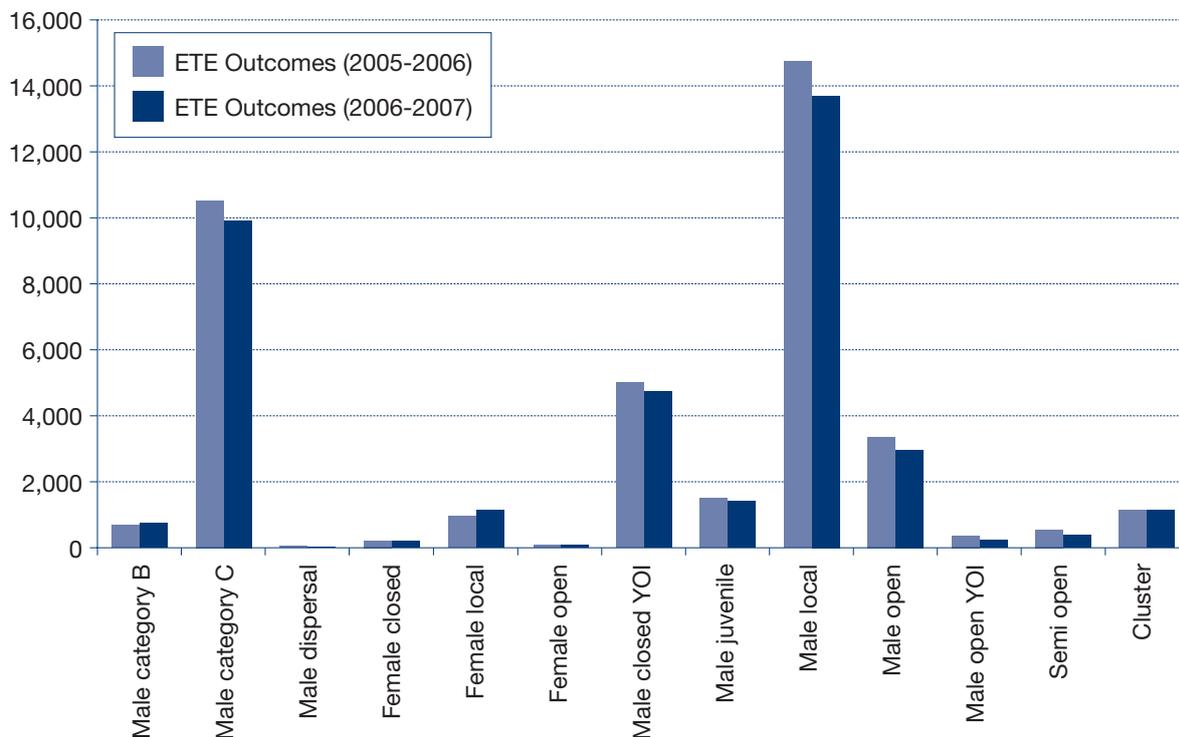
Function name	Annual target	ETE Outcomes	Percentage of target
Male category B	700	746	107%
Male category C	8,962	9,868	110%
Male dispersal	47	26	55%
Female closed	193	207	107%
Female local	1,044	1,134	109%
Female open	80	86	108%
Male closed YOI	4,338	4,707	108%
Male juvenile	1,212	1,399	115%
Male local	13,996	13,625	97%
Male open	3,131	2,949	94%
Male open YOI	300	231	77%
Semi open	450	387	86%
Cluster	1,166	1,139	98%
Totals:	35,619**	36,501†	102%

*ETE outcomes include FRESHSTART job outcomes.

**Prison Service national target was 35,870

†Includes an element of rounding

Number of prisoners with education, training or employment places upon release compared with last year by prison function

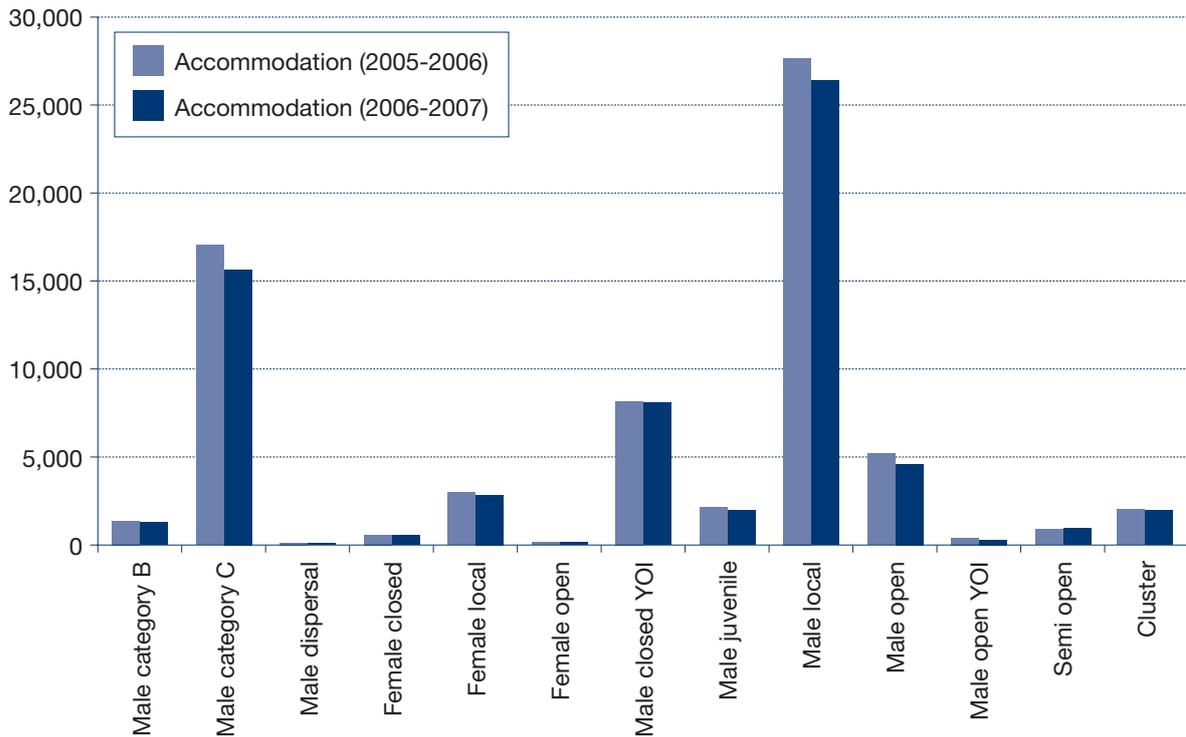


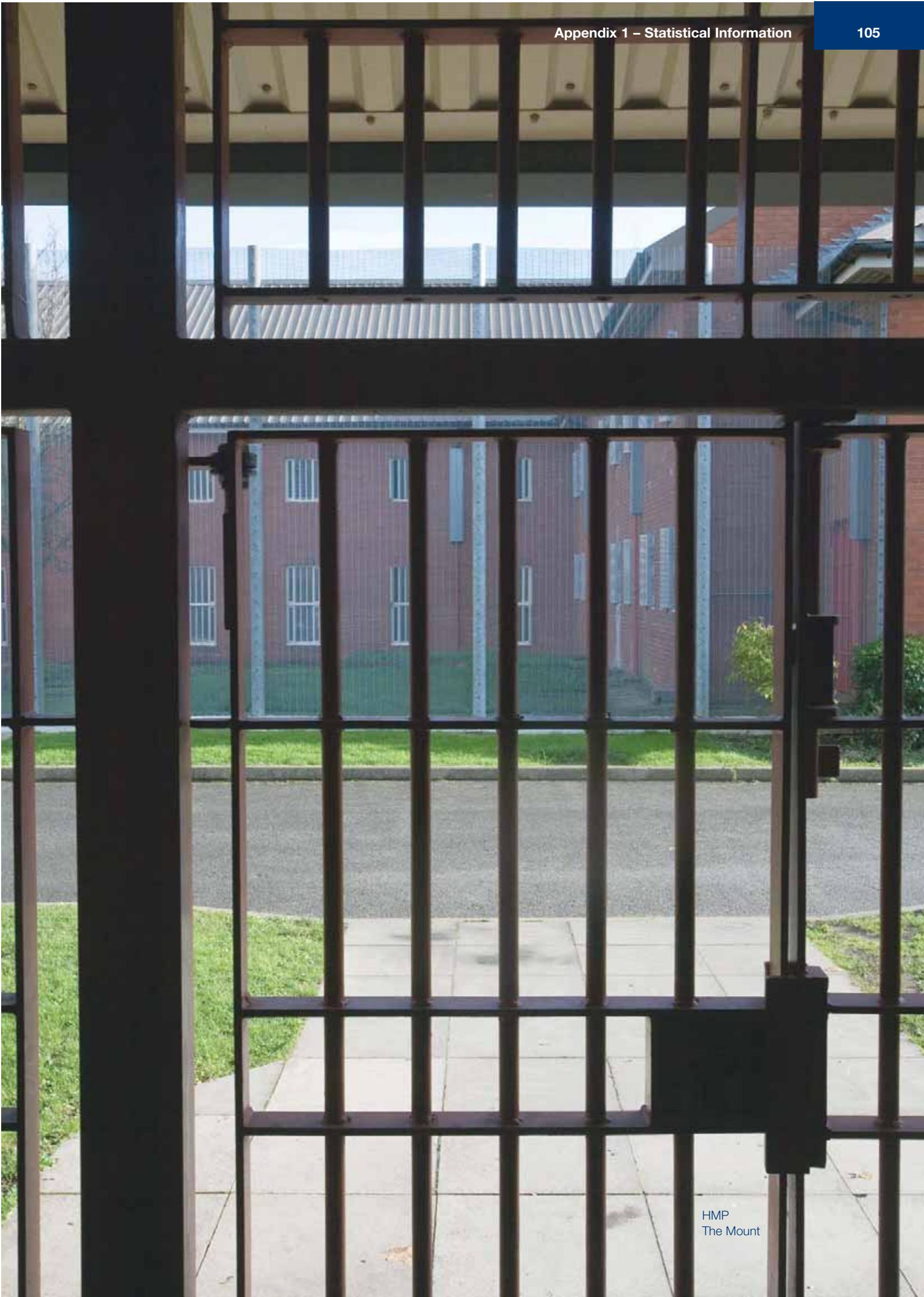
Accommodation

Function name	Annual target	Accommodation Outcomes	Percentage of target
Male category B	1,277	1,294	101%
Male category C	14,395	15,880	110%
Male dispersal	110	100	91%
Female closed	521	554	106%
Female local	2,696	2,896	107%
Female open	130	142	109%
Male closed YOI	7,355	8,191	111%
Male juvenile	1,987	1,993	100%
Male local	27,048	26,774	99%
Male open	5,064	4,670	92%
Male open YOI	488	294	60%
Semi open	760	948	125%
Cluster	2,067	1,997	97%
Totals:	63,898*	65,733	103%

*Prison Service national target was 64,140.

Number of prisoners with an accommodation place upon release compared with last year by prison function





Appendix 2

Recruitment



Exceptions Register

Recurrent short-term appointments

5 Recurrent short-term appointments at Operational Support Grade – extension of Works contract.

1 AA and AO each were short-term appointment to cover for short term staffing issues.

Re-appointments of former civil servants

24 Re-appointments were made

OSG	8
Prison Officer	10
AO	4
Chaplain	1
Nurse	1

Appointment of disabled candidates

9 appointments were made

AA	1
AO	3
OSG	1
Psych. Assist	1
Prison Officer	2
Nurse	1

Secondment

2 Secondments were extended.

Staff Recruited by Ethnicity, Disability and Gender Between 01/04/06-31/03/07

Source: Personnel Corporate Database and Oracle HRMS, Basis: actual headcount (part-timers count as one)

Grade	Gender		Ethnicity			Disability			Total
	Male	Female	White	BME	No Data	Non Disabled	Disabled	Not Stated	
Principal Officer	900	447	76	1109	162	660	11	676	1347
Senior Manager	33	12	3	31	11	20	0	25	45
Manager	125	129	25	165	64	81	4	169	254
Administrative	326	1094	90	1098	232	629	26	765	1420
Chaplains	33	11	10	34	0	24	1	19	44
Medical Training Officer	1	2	0	2	1	1	0	2	3
Nursing Grades	44	167	62	142	7	128	1	82	211
OSG	1080	569	109	1423	117	893	28	728	1649
Pharmacist	2	12	3	11	0	8	0	6	14
Psychological Assistant	41	177	15	182	21	104	3	111	218
Trainee Psychologist	5	31	1	31	4	19	2	15	36
Industrial	301	50	16	309	26	197	3	151	351
Instructional Officer	47	16	4	55	4	34	1	28	63
Catering Manager	5	0	0	4	1	1	0	4	5
Support Band Grades	18	77	7	78	10	46	7	42	95
Prof & Tech Officer	1	7	1	6	1	6	1	1	8
Storeperson	1	0	0	1	0	0	0	1	1
Technical Officer	1	0	0	1	0	1	0	0	1
Grand Total	2964	2801	422	4682	661	2852	88	2825	5765



KRIS LOCKE
MURRAY VANCELL
EXT OCN MODERATION
Alex Evans
Ben Martin
Lya Grabarnik ✓
Arzu Hish ✓
Sharon Peart
Liam Borell
Paul Smith
Kevin Brandy
Chloe Vassell
Len Ellis x2 ✓
Jenna
Blanchard Scott x1
Shawn Bynwater x2
Redha Terhi ✓
D...

+ 9 Naval Painting
Kil ✓
Rohair ✓
Smith ✓
Ward ✓
Vassell ✓
Martin ✓
Fernandes ✓
Herrera ✓
3

Appendix 3

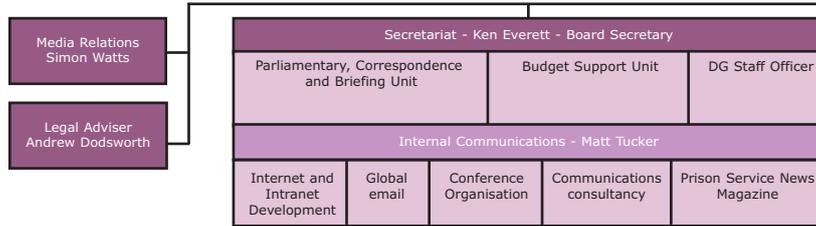
Appendix 4

The Organisation of HM Prison Service

The Management of HM Prison Service



2007 The Organisation of HM Prison Service



Director of High Security Prisons
Steve Wagstaffe

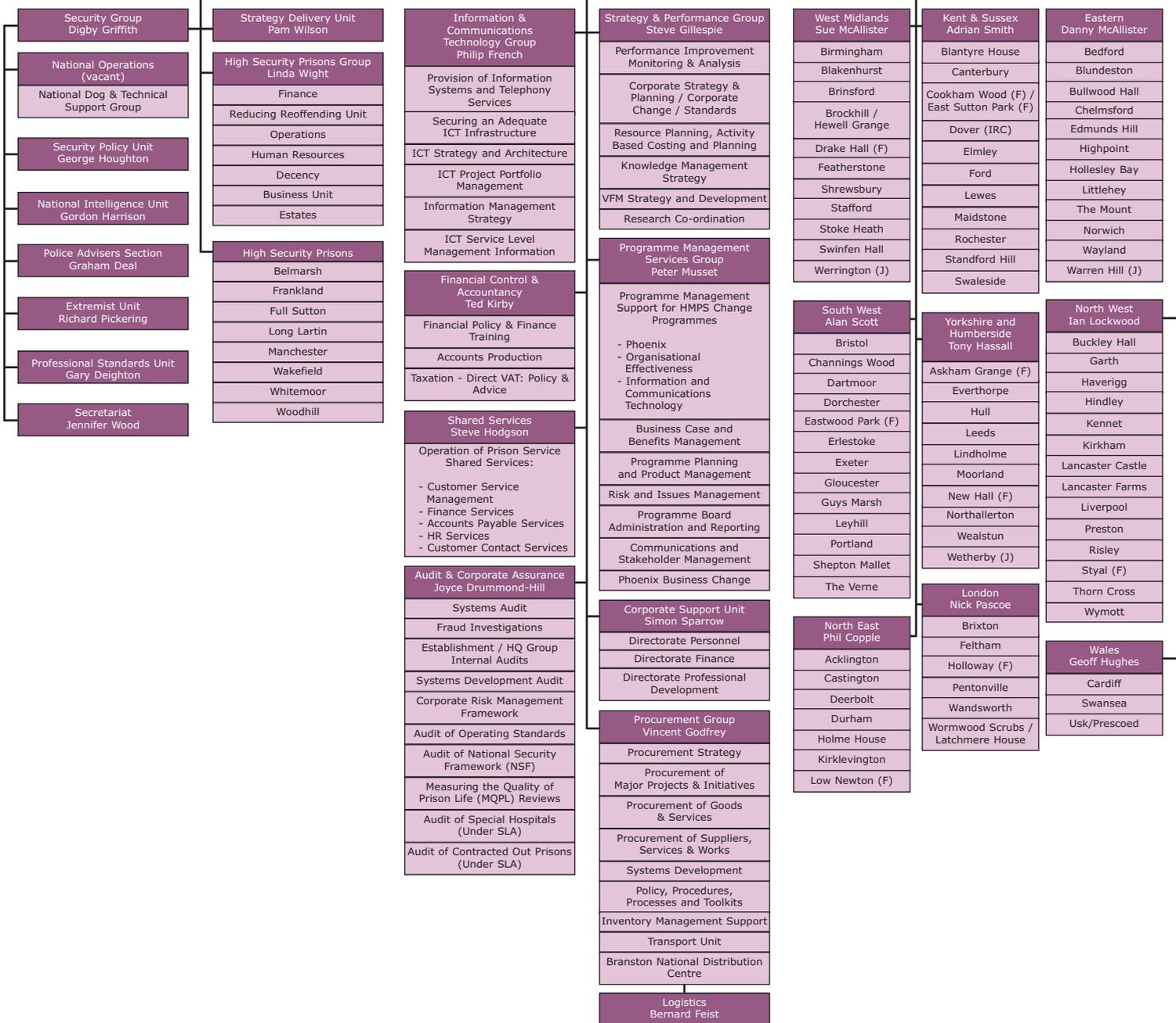
Director of Finance
Ann Beasley

Deputy Director General
Michael Spurr

Business Change Support Team
Mark Read

Operational Property Unit
Malcolm Boyd

Women & Young Peoples Group (W&YPG)
Ian Blakeman



Director General
Phil Wheatley

Race Equality Adviser and Race Equality Action Group (REAG) Beverley Thompson			
Race Equality Action Plan - inc Mubarek and CRE Findings	Policy and Performance Team, Race Equality Scheme, PSO 2800, Complaints & Racist Incidents, KPT Review	Service Delivery & Implementation	Community Engagement Interventions

Briefing & Casework Unit - Steve Gorman				
Operational Briefing for Ministers	Prisoner Casework	Operational Litigation Unit	Responses to HMCIP Reports, IMB (BOV) Reports	Ombudsman Cases

Head of Performance Delivery
Daniella Sinagoga

Financial Support Section
Christine Dickinson



HR Director
Robin Wilkinson



Head of Offender Health
Richard Bradshaw



Director of Operational Policy
Ian Poree

- East Midlands
Bob Perry
- Ashwell
- Foston Hall (F)
- Gartree
- Glen Parva
- Leicester
- Lincoln
- Morton Hall (F)
- North Sea Camp
- Nottingham
- Onley
- Ranby
- Stocken
- Sudbury
- Wellingborough
- Whatton

- Deputy Director HR Policy and Reward
Ian Gray
- Employee Relations
- Staff Diversity and Equality
- Reward Policy
- Strategic HR Policy
- Health & Safety
- Occupational Health
- Deputy Director Learning and Development
Stacey Tasker
- Policy & Professional Practice
- Curriculum Development
- Quality Assurance
- Custodial Care NVQ
- Professionalising the Prison Service Project
- Technical Support Unit
- Deputy Director Transitional Delivery
Paul Carroll
- Directorate Transformation - People Transition
- Legacy Casework
- Pay Resourcing & Data Management

- Staff Officer
David O'Neill
- Deputy Director Organisational Development
Simon Constance (interim)
- Resourcing
- Organisational Design
- HQ OD Manager
- HQ HRBP
- People Strategy
- HR Operating Model
- Succession Planning Leadership & Talent Development
- HR Phoenix Project
- Head of HR Strategic Planning and Communications
Lisa Appleyard
- Directorate Business Management
- HR Communications
- Directorate Finance & Compliance

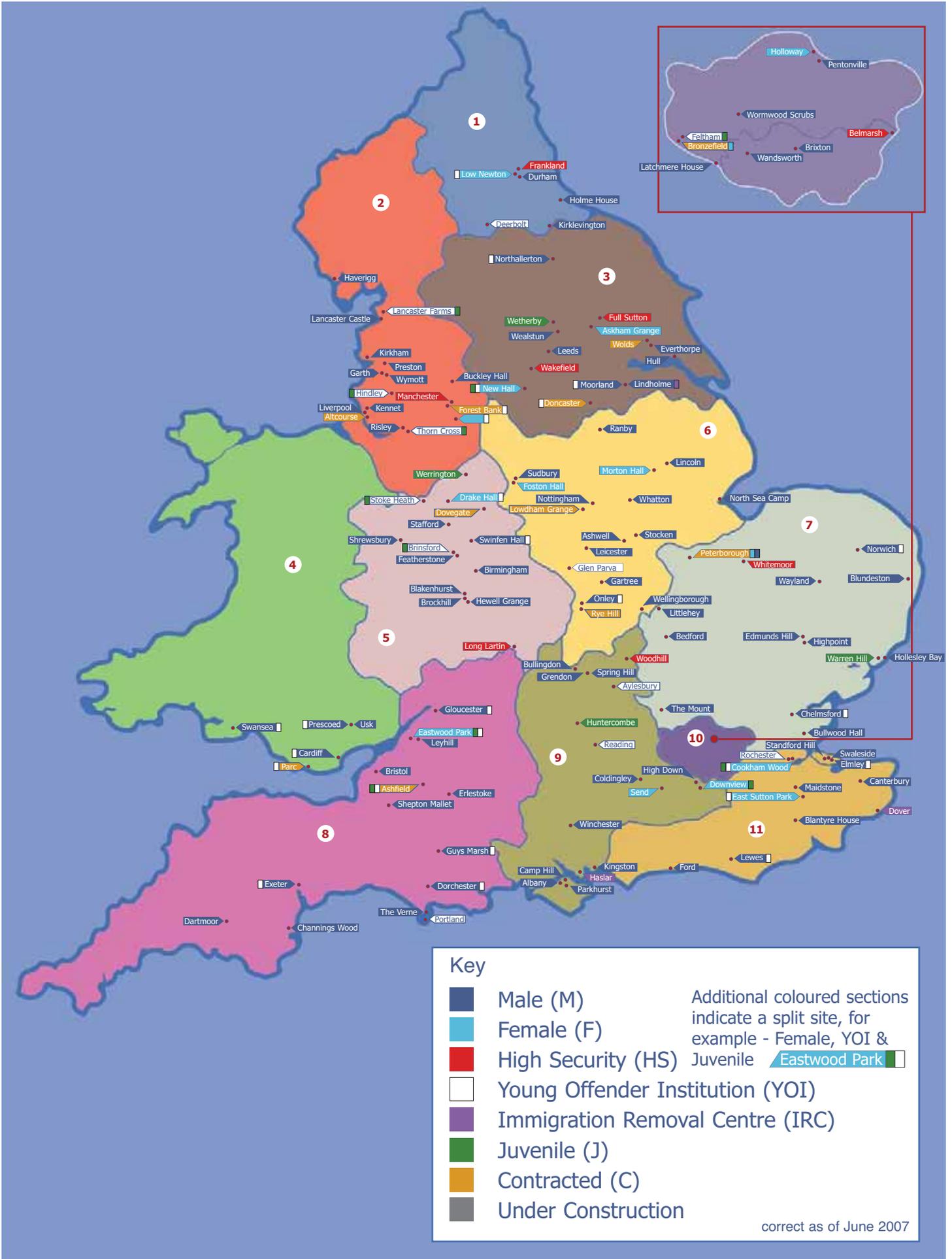
- Primary & Social Care
Mark Freeman
- Service Improvement Team
Deborah Parkin
- Training & Workforce
- Estates
- Performance Management
- Operational Policy
- Mental Health
Anne Richardson

- Public Health
Mary Piper
- Policy & Strategy
Malcolm Pearce
- HMPS IT Policy
- Finance & Business Policy
- Communications & Parliamentary Business Management
Matthew Lees

- Offending Behaviour Programmes Unit
Trish Wincote
- Regime Services
Simon Boddis
- Enterprise and Supply Services
- Catering
- Physical Education
- Land-Based Activities
- Prison Shops
- Prison Information & Communication Technology Academy
- National Drug Programme Delivery Unit
Lori Chilton
- Offender Policy & Rights Unit
Pat Baskerville
- Safer Custody Group
Nigel Hancock
- Chaplaincy
William Noblett
- Operational Policy Unit
Tony Watson

- South Central
Colin McConnell
- Albany
- Aylesbury
- Bullingdon
- Camp Hill
- Coldingley
- Downview (F)
- Grendon / Spring Hill
- Haslar (IRC)
- High Down
- Huntercombe (J)
- Kingston
- Parkhurst
- Reading
- Send (F)
- Winchester

<p>North East Phil Cople</p> <p>1</p> <p>Acklington Castington (YOI/J) Deerbolt (YOI) Durham Holme House Kirklevington Low Newton (F/YOI)</p>	<p>Wales Geoff Hughes</p> <p>4</p> <p>Cardiff (YOI) Swansea (YOI) Usk / Prescoed (YOI)</p>	<p>London Nick Pascoe</p> <p>10</p> <p>Brixton Feltham (YOI/J) Holloway (F) Latchmere House Pentonville Wandsworth Wormwood Scrubs</p>	<p>High Security Steve Wagstaffe</p> <p>Belmarsh (10) Frankland (1) Full Sutton (3) Long Lartin (5) Manchester (2) Wakefield (3) Whitemoor (7) Woodhill (9)</p>	<p>Contracted Prisons</p> <p>Altcourse (2) Ashfield (8) Bronze field (10) Doncaster (3) Dovegate (5) Forest Bank (2) Lowdham Grange (6) Parc (4) Peterborough (7) Rye Hill (6) Wolds (3)</p>
<p>North West Ian Lockwood</p> <p>2</p> <p>Buckley Hall Garth Haverigg Hindley (YOI/J) Kennet Kirkham Lancaster Castle Lancaster Farms (YOI/J) Liverpool Preston Risley Styal (F/YOI) Thorn Cross (YOI/J) Wymott</p>	<p>Yorkshire & Humberside Tony Hassall</p> <p>3</p> <p>Askham Grange (F) Everthorpe Hull Leeds Lindholme (IRC) Moorland (YOI) New Hall (F/J/YOI) Northallerton (YOI) Wealstun Wetherby (J)</p>	<p>West Midlands Sue McAllister</p> <p>5</p> <p>Birmingham Blakenhurst Brinsford (YOI/J) Brockhill Drake Hall (F/YOI) Featherstone Hewell Grange Shrewsbury Stafford Stoke Heath (YOI/J) Swinfen Hall (YOI) Werrington (J)</p>	<p>East Midlands Bob Perry</p> <p>6</p> <p>Ashwell Foston Hall (F) Gartree Glen Parva (YOI) Leicester Lincoln Morton Hall (F) North Sea Camp Nottingham Onley (YOI) Ranby Stocken Sudbury Wellingborough Whatton</p>	
<p>Eastern Danny McAllister</p> <p>7</p> <p>Bedford Blundeston Bullwood Hall Chelmsford (YOI) Edmunds Hill Highpoint Hollesley Bay Littlehey The Mount Norwich (YOI) Warren Hill (J) Wayland</p>	<p>South West Alan Scott</p> <p>8</p> <p>Bristol Channings Wood Dartmoor Dorchester (YOI) Eastwood Park (F/YOI/J) Erlestoke Exeter (YOI) Gloucester (YOI) Guys Marsh (YOI) Leyhill Portland (YOI) Shepton Mallet The Verne</p>	<p>South Central Colin McConnell</p> <p>9</p> <p>Albany Aylesbury (YOI) Bullington Camp Hill Coldingley Downview Grendon / Spring Hill Haslar (IRC) High Down Huntercombe (J) Kingston Parkhurst Reading (YOI) Send Winchester</p>	<p>Kent & Sussex Adrian Smith</p> <p>11</p> <p>Blantyre House Canterbury Cookham Wood (F/J/YOI) Dover (IRC) East Sutton Park (F/YOI) Elmley (YOI) Ford Lewes Maidstone Rochester (YOI) Standford Hill Swaleside</p>	



Appendix 5

Publications Relating to Prison Service Matters 2006-2007



Stationery Office publications

7th report of session 2006-07: Greater London Authority Bill; House of Lords Bill (HL); House of Lords Bill (Amendment) Bill (HL); Northern Ireland (St Andrews Agreement) Act 2007; Offender Management Bill; Royal Commission (Slavery) Bill (HL); statistics

HL 85 2006-07

Published 29th March 2007 ISBN: 0104851589 £9.50

Offender Management Bill: explanatory notes

HL Bill: explanatory notes 47-EN 2006-07

Published 2nd March 2007 ISBN: 0108600777 £5.00

Offender Management Bill

HL Bill 47 2006-07

Published 2nd March 2007 ISBN: 0108435938 £6.00

Prison Service Pay Review Body: sixth report on England and Wales 2007

Cm 7041

Published 1st March 2007 ISBN: 0101704127 £13.50

Annual report: HM Chief Inspector of Prisons for England and Wales 2005/2006

HC 210 2006-07

Published 30th January 2007 ISBN: 0102944326 £18.00

Offender Management Bill: written evidence [Wednesday 10 January 2007]

Parliamentary debates 2006-07

Published 25th January 2007 ISBN: 0215279336 £5.00

Offender Management Bill: as amended in public bill committee

HC Bill 50 2006-07

Published 24th January 2007 ISBN: 0215708105 £5.00

Offender Management Bill: 7th sitting, Tuesday 23 January 2007

Parliamentary debates 2006-07

Published 19th January 2007 ISBN: 021527928X £5.00

Offender Management Bill: 6th sitting, Thursday 18 January 2007 (afternoon)

Parliamentary debates 2006-07

Published 24th January 2007 ISBN: 0215279212 £5.00

Offender Management Bill: 5th sitting, Thursday 18 January 2007 (morning)

Parliamentary debates 2006-07

Published 19th January 2007 ISBN: 0215279204 £4.00

Offender Management Bill: 4th sitting, Tuesday 16 January 2007 (afternoon)

Parliamentary debates 2006-07

Published 17th January 2007 ISBN: 0215279069 £5.00

Offender Management Bill: 3rd sitting, Thursday 18 January 2007 (morning)

Parliamentary debates 2006-07

Published 17th January 2007 ISBN: 0215279050 £5.00

Offender Management Bill: 2nd sitting, Thursday 11 January 2007 (afternoon)

Parliamentary debates 2006-07

Published 24th January 2007 ISBN: 0215279026 £5.00

Offender Management Bill: 1st sitting, Thursday 11 January 2007 (morning)

Parliamentary debates 2006-07

Published 12th January 2007 ISBN: 0215279018 £4.00

The Rehabilitation of Offenders Act 1974 (Exceptions) (Amendments No. 2) (England and Wales) Order 2006

Statutory Instruments 2006/3290

Published 15th December 2006 ISBN: 0110754727 £3.00

Offender Management Bill: explanatory notes

HC Bill: explanatory notes 9-EN 2006-07

Published 24th November 2006 ISBN: 0215802543 £4.00

Offender Management Bill

HC Bill 9 2006-07

Published 23rd November 2006 ISBN: 021570794X £5.00

Exchange of notes between the government of the United Kingdom of Great Britain and Northern Ireland and the government of Antigua and Barbuda extending the Agreement on the Transfer of Prisoners signed at London on 23 June 2003 to the Isle of Man: St John's 1 September 2005 and 1 March 2006

Cm 6949, Treaty series no. 25 2006

Published 25th October 2006 ISBN: 010169492X £3.00

The electronic monitoring of adult offenders: sixty-second report of session 2005-06: report, together with formal minutes, oral and written evidence

HC 997 2005-06

Published 12th October 2006 ISBN: 0215030664 £10.00

The Rehabilitation of Offenders Act 1974 (Exceptions) (Amendment) (England and Wales) Order 2006

Statutory Instruments 2006/2143

Published 8th August 2006 ISBN: 0110749820 £3.00

Treasury minutes on the forty-third to forty-fifth reports from the Committee of Public Accounts 2005-06: 43rd report: delivery chain analysis for bus services in England; 44th report: National Offender Management Service: dealing with increased numbers

Cm 6900

Published 24th July 2006 ISBN: 0101690029 £6.00

Serving time: prisoner diet and exercise: fifty-sixth report of session 2005-06: report, together with formal minutes, oral and written evidence

HC 1063 2005-06

Published 19th July 2006 ISBN: 0215029801 £11.00

HM Prison Service annual report and accounts April 2005 – March 2006

HC 1291 2005-06

Published 17th July 2006 ISBN: 0102938334 £24.00

Prison Reform (Mental Health) Bill

HC Bill 82 2005-06

Published 6th July 2006 ISBN: 0215707516 £1.50

Report of the Zahid Mubarek Inquiry. HC 1082

Published 29th June 2006 ISBN: . £65.00

Agreement between the government of the United Kingdom of Great Britain and Northern Ireland and the government of St Lucia on the transfer of prisoners: Bridgetown, 26 April 2006

Cm 6870

Published 26th June 2006 ISBN: 0101687028 £4.00

Agreement between the government of the United Kingdom of Great Britain and Northern Ireland and the government of the Commonwealth of Dominica on the transfer of prisoners: Roseau, 2 May 2006

Cm 6869

Published 26th June 2006 ISBN: 0101686927 £4.00

National Offender Management Service: dealing with increased numbers in custody: forty-fourth report of session 2005-06: report, together with formal minutes, oral and written evidence

HC 788 2005-06

Published 6th June 2006 ISBN: 021502916X £11.00

Publications available from the Home Office/NOMS and HM Prison Service**Annual staff ethnicity review – 2005/06. Prison Service 2006.**http://www.hmprisonservice.gov.uk/assets/documents/10001FEBethnicity_review_2006.pdf**Business Plan 2006-2007. Prison Service 2006.**http://www.hmprisonservice.gov.uk/assets/documents/10001D51hmps_business_plan_06-07.pdf**C-NOMIS: implementation toolkit.** Produced by Donna Charles-Vincent. NOMS 2006.<http://noms.justice.gov.uk/news-publications-events/publications/consultations/wales-cons-rr-strategy/?view=Standard&pubID=395762>**Consultation: Joining Together in Wales – the Reducing Re-offending Strategy for Wales.**NOMS 2006. <http://noms.justice.gov.uk/news-publications-events/publications/consultations/wales-cons-rr-strategy/?view=Standard&pubID=395762>**Consultation on the possession of extreme pornographic material : summary of responses and next step.**NOMS 2006. <http://www.homeoffice.gov.uk/documents/cons-extreme-porn-3008051/Gvt-response-extreme-porn2.pdf?view=Binary>

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Prison Service 2007. ISBN: 13 978 1 84726 1892

http://www.hmprisonservice.gov.uk/assets/documents/1000286FHMPs_business_plan_2007.pdf

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Equality Impact Assessment for Offender Management and OASys. NOMS 2006.

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Also at <http://207.58.136.103/silo/files/71.pdf>

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These are all available electronically on the Home Office Inspectorate of Prisons website at: <http://inspectorates.homeoffice.gov.uk/hmiprisons/>

Report on an announced inspection of HMYOI Ashfield 4-8 September 2006.

ISBN: 9781847261755

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Appendix 6

Staff Recognition 2006-2007



June 2006

Queen's Birthday Honours

Staff from across the Service received awards in the Queen's Birthday Honours List 2006.

An OBE was awarded to Brian Edwards, retired former Governor, HMYOI&RC Glen Parva, for services to HMPS.

MBE's were awarded to the following Prison Service staff this year for services to HMPS:

Janet Wilcox, Acting Deputy Governor, HMP Wormwood Scrubs.

Allan Brady, Acting Deputy Governor, HMP&YOI Holloway.

Gordon Everard, Principal Officer, HMP Lancaster Castle.

Elizabeth Parrott, Prison Service Manager, Prison Service College, Newbold Revel.

William Gibson, Prison Officer, HMP&YOI Onley.

Doreen Fowler, Operational Support Grade, HMP&YOI Styal.

Ruth Eagles, Education Manager, HMP&YOI Cookham Wood, for services to prisoners.

A CB was also awarded to Mitch Egan, Regional Offender Manager, NOMS, (former Prison Service North East Area Manager) for services to HMPS and NOMS.

An OBE was awarded to Diane Curry, Director of Operations, Partners of Prisoners/Director of Black Prisoners Support Project, for services to Black and Minority Ethnic prisoners and their families.

Angela Turner, formerly a Samaritans Co-ordinator, HMP Whitemoor, received an MBE for long and dedicated service in the voluntary sector in the supporting of prisoners.

Phyllis Rayner, volunteer, HMP Lincoln, received an MBE for services to prisoners and staff.

Prison Officer of the Year 2006

The Service's most important performance recognition event took place at the Oulton Hall Hotel in Leeds.

The Prison Officer of the Year 2006 was Senior Officer (SO) Linda Horsfield from HMP Styal. Winner of the Suicide Prevention category, she was chosen as overall winner by Director General Phil Wheatley. She is the first woman to win Prison Officer of the Year, which is now in its fifth year.

The winners of the other categories were announced as:

Diversity – Instructional Officer (IO) David Alexander, HMP Stafford

Resettlement – Officer Gary Prior, HMP Downview

Working with Young People – Physical Education Instructor (PEI) Dave Glendinning, HMYOI Deerbolt

Security – SO Anthony Plane, HMP Manchester

Managing Difficult Prisoners – Officer Michael Weekes, HMP Elmley

Staff Support – SO Stephen Macari-Bauer, HMP High Down

Decency – SO Maria Hill, HMP Belmarsh

Lifetime Achievement Winner – IO Christine Hepworth, HMP Leeds

November 2006

Justice Awards

Prison Service staff made it to the finals in four categories at this year's Justice Awards, which celebrate exceptional achievement in the Criminal Justice System. They were:

Officer Steve Fox, who works in the Dangerous and Severe Personality Disorders unit at HMP Whitemoor, finalist in the 'Outstanding Contribution to Working with Offenders' category.

Martyn Barnsley, diversity manager at HMP Hull, finalist in the outstanding commitment to diversity category.

The Fire Cadet Training Scheme operating at HMYOI Thorn Cross was the finalist in the outstanding contribution to tackling youth crime category.

HMP Acklington's Pre-Release team was finalist in the outstanding contribution to working with offenders category.

Westminster and Whitehall Awards

HMP Holloway won a Westminster and Whitehall 2006 Civil Service 'Operational Delivery' award for the treatment their Ivor Ward unit offers prisoners in tackling drug and alcohol misuse.

January 2007

New Year's Honours List

Staff from across the Service received awards in the New Year's Honours List 2007.

An OBE was awarded to:

John Berry, Head of Maximising Performance Team in Personnel Management Group, for services to occupational health and staff welfare in the Prison Service.

MBE's were awarded to the following Prison Service staff this year for services to the Prison Service:

Jerome Evans, Manager E, HMYOI Thorn Cross.

Linda Fynamore, Prison Officer, HMP & YOI New Hall.

John Mortin, Manager F, HMP Manchester.

Kenneth Seed, Principal Officer, HMP Preston.

Barry Vernon, Senior Physical Education Officer, HMP Kirklevington Grange.

Phiona Hesketh, Probation Officer, HMP Kirkham, for services to diversity.

Members of the Independent Monitoring Board, Hazel Green at HMP Wakefield and Sheila Pollitt at Lancaster Farms, were awarded the MBE for services to the welfare of prisoners.

March 2007

The Butler Trust Award Winners 2007

The 2007 Butler Trust award winners collected their much-prized awards at a ceremony held at Buckingham Palace. Individual staff and departments across the Service were recognised for making an exceptional contribution to the care of prisoners.

TERRY WAITE AWARD for work with lifers and long-term prisoners

Special Units Team

HMP WHITEMOOR

AWARD FOR EXCELLENCE (supported by GSL)

Keith Davies, Prison Officer

HMP ERLESTOKE

KEITH BROMLEY AWARD FOR EDUCATION AND SKILLS TRAINING

(supported by The Bromley Trust)

Catering Department

HMP HIGH DOWN

DIVERSITY AWARD for work which promotes equality (supported by HM Prison Service)

Race Relations Team

HMP MORTON HALL

HEALTH IMPROVEMENT AWARD (supported by NHS Prison Health)

Substance Misuse No Smoking Team

HMYOI WETHERBY

GREENING/SUSTAINABLE DEVELOPMENT AWARD (supported by HMPS) for environmental, waste management and greening initiatives

Waste Management and Recycling Team

HMP MORTON HALL

COURT ESCORT AND COURT CUSTODY AWARD

(supported by Reliance Secure Task Management)

Insiders at Court

HMP HEWELL GRANGE

THE TREVOR BROOKING AWARD FOR THE PERSONAL DEVELOPMENT OF OFFENDERS THROUGH SPORT NEW FOR 2007

PE Department

HMP WORMWOOD SCRUBS

AWARD FOR THE HEALTH AND WELL-BEING OF STAFF (Supported by Atos Origin) NEW FOR 2007

Family Liaison Officer Team

HMPS TRAINING AND DEVELOPMENT GROUP, SAFER CUSTODY GROUP

DEVELOPMENT AWARDS

Ian Tyrrell, Enrichment Co-ordinator and Allan Middleton, Leading Firefighter

HMYOI ASHFIELD

Maria McNicholl, Development Worker HMP COLDINGLEY

Emma Wadey, Mental Health Service Manager HMP HIGH DOWN/ DOWNVIEW

ACHIEVEMENT AWARDS

John Podmore, Governor

HMP BRIXTON

THE PAUL MASON CERTIFICATE AWARD FOR STAFF CARE

Steve Johnson, Prison Officer

HMP HULL

CERTIFICATE AWARDS

Robert Steadman, Disability Liaison Officer HMP BIRMINGHAM

Blackthorn Unit Senior Management Team HMP BULLINGDON

Amethyst Unit HMP DARTMOOR

Susan Chatten, Principal Officer Safer Custody HMP/YOI HOLLOWAY

PS Plus

NORTH WEST AREA OFFICE

Vulnerable Women's Programme Team

HMP/YOI STYAL



Appendix 7

Glossary of Terms



ACCT	Assessment, Care in Custody and Teamwork – the care planning system for prisoners identified as at risk of suicide or self-harm.
BAA	British Airports Authority
BACS	Banks Automated Clearing System
BIA	Borders and Immigration Agency (formerly Immigration and Nationality Directorate)
BME	Black and Minority Ethnic
CARATs	Counselling, Assessment, Referral Advice and Throughcare – part of the drugs strategy
Category A	That category of prisoner posing the highest security risk. There are also Category B, C and D prisoners
CCNVQ	Custodial Care National Vocational Qualification
CCP	Corporate Change Portfolio
CETV	Cash Equivalent Transfer Value
CJS	Criminal Justice System
CNA	Certified Normal Accommodation, or uncrowded capacity for an establishment
C-NOMIS	National Offender Management Information System
CPB	Change Programme Board
CRE	Commission for Racial Equality
CSC	Close Supervision Centre – a facility for dangerous and disruptive prisoners
DEL	Departmental Expenditure Limit
DfES	Department for Education & Skills
DoH	Department of Health
DOM	Director of Offender Management for Wales
ERP/Phoenix	Enterprise Resource Planning System
ETE	Employment, Training or Education Outcome
FReM	Government Financial Reporting Manual
HDC	Home Detention Curfew
HMCIP	Her Majesty's Chief Inspector of Prisons
HMIP	Her Majesty's Inspectorate of Prisons
HMP	Her Majesty's Prison
HMYOI	Her Majesty's Young Offender Institute
HO	Home Office
HR	Human Resources
HSE	Health and Safety Executive
HSCCJ	Health and Social Care in Criminal Justice
ICT	Information and Communication Technology
IND	Immigration and Nationality Directorate

IDTS	Integrated Drug Treatment Scheme
IEP	Incentives and Earned Privileges
IIS	Inmate Information System
IMB	Independent Monitoring Board
IO	Instructional Officer
IRC/RC	Immigration Removal Centres
JES	Job Evaluation System
JCHR	Joint Committee on Human Rights
JIRPA	Joint Industrial Procedural Agreement
KPI	Key Performance Indicator
KPT	Key Performance Target
LGBT	Lesbian, Gay, Bisexual and Transgender
LIDS	Local Inmate Database System
LSC	Learning and Skills Council
MAPPA	Multi Agency Protection Panel Arrangements
MDT	Mandatory Drug Testing
MHA	Mental Health Awareness
NACRO	National Association for the Care and Resettlement of Offenders – the crime reduction charity
NHS	National Health Service
NOMS	National Offender Management Service
NPS	National Probation Service
NSSC	National Shared Service Centre
NVQ	National Vocational Qualification
OASys	Offender Assessment System
OBP	Offender Behaviour Programme
OCP	Office for Contracted Prisons
OpCap	Operational Capacity – the total number of prisoners that an establishment can hold taking into account control, security and the proper operation of the planned regime.
OPG	Office of HM Paymaster General
PCS	Public and Commercial Services Union
PCT	Primary Care Trust
PCSPS	Principal Civil Service Pension Scheme
PEI	Physical Education Instructor
PFI	Private Finance Initiative
PGA	Prison Governors Association
PHOENIX	Oracle-based IT system and the associated programme of business change in the areas of finance, HR and procurement

PIP	Performance Improvement Planning
POA	Prison Officers Association
POELT	Prison Officer Entry Level Training
PPO	Prolific and other Priority Offenders (NB in other contexts these initials may also be used for the Prisons and Probation Ombudsman)
PRC	Prisons Research Centre, University of Cambridge
PSA	Public Service Agreement
PSI	Prison Service Instruction
PSJIC	Prison Service Joint Industrial Council
PSMB	Prison Service Management Board
PSN	Prison Service News
PSO	Prison Service Order
PSPRB	Prison Service Pay Review Body
PSTUS	Prison Service Trade Union Side
PSU	Procurement Service Unit
RC	Removal Centre
RDS	Research Development and Statistics Directorate – part of NOMS
REAP	Race Equality Action Plan
RES	Race Equality Scheme
RESPECT	Prison Service network for minority ethnic staff
ROM	Regional Offender Manager
RR (A) A 2000	Race Relations (Amendment) Act 2000
SAU	Standards Audit Unit
SDT	Service Delivery Target
SLA	Service Level Agreement
SME	Small and Medium Enterprises
SO	Senior Officer
SOTP	Sex Offender Treatment Programme
SQL	Staff Quality of Prison Life Survey
SSC	Shared Service Centre
UK GAAP	UK Generally Accepted Accounting Practice
VAT	Value Added Tax
VCS	Voluntary and Community Sector
YJB	Youth Justice Board
YOI	Young Offender Institution

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