



National Offender
Management Service

**Annex to East Midlands
Service Level Agreement
for Prison Services Commissioned
by the National Offender
Management Service from the
Public Sector Provider**

Between

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

Her Majesty's Prison Service

for

HMP Sudbury

Local Establishment Annex 2014-15

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This document is the Local Establishment Annex 2014-15 to the [Region] Regional SLA 2014-17. The Regional SLA, including this Annex, has been agreed between NOMS commissioners and the Deputy Director of Custody and signed by both parties confirming the agreement.

Section 1: Service Overview

From the **Commencement Date**, **HMPS** will deliver offender services as set out in this **SLA** and applicable **NOMS service specifications**. Additional commissioning arrangements with the YJB will be described within the National YJB SLA.

1. Establishment Details

Table 1: Establishment Details	
Establishment name	HMP Sudbury
Establishment type	Open resettlement
Specialist function	
Security Category / Categories:	Category D only
Annual Operating Price	To be agreed

2. Establishment Population

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

Table 2a: Capacity Specification	
Certified Normal Accommodation	581
Operational Capacity	600

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

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Table 2b: Population Allocation Specification	
Gender:	Male prisoners only
Age:	Adults (21 and over)
Security Category:	Category D only
Sentence Status:	Sentenced prisoners
Sentence Length / Type:	40% Resettlement National Resource
Offence Type:	Sex Offences by arrangement only
Nationality:	No restrictions

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

Table 2c: Population Assumptions – Origin of the Population
<i>HMP Sudbury is an open prison holding male prisoners aged 21 and over. The population is mainly comprised of longer sentenced determinate prisoners. This establishment mostly holds prisoners sentenced at courts in the West Midlands and the East Midlands regions and receives most of its prisoners from the training estate as appropriate to prisoner resettlement needs.</i>

Table 2d: Population Assumptions – Estimated Background of the Population							
OCTOBER 2014							
	Cat A	Cat B	Cat C	Cat D	Male YO	Other	Total
Prisoners on remand, convicted unsentenced, or sentenced uncategorised	N/A	N/A	N/A	N/A	N/A	N/A	0
Prisoners sentenced to less than 12 months	N/A	N/A	N/A	N/A	N/A	N/A	0
Determinate prisoners serving 12 months or more but less than 4 years	N/A	N/A	N/A	84	N/A	N/A	84
Determinate prisoners serving more than 4 years	N/A	N/A	N/A	75	N/A	N/A	75
Indeterminate prisoners	N/A	N/A	N/A	190	N/A	N/A	190
Determinate and indeterminate Recallees	N/A	N/A	N/A	N/A	N/A	N/A	0
Non-criminals	N/A	N/A	N/A	N/A	N/A	N/A	0
Resettlement	N/A	N/A	N/A	232	N/A	N/A	232
Discretionary	N/A	N/A	N/A	N/A	N/A	N/A	0
Total	0	0	0	581	0	0	581
Resettlement	yes	Reset %		40%	Reset No.		232
Specialist Function							

SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions

CI Title & No.	Response to Commissioning Intention
<p>1a</p> <p>There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.</p>	<p>There is a sense of purpose in relation to rehabilitation, desistance and progression through a sentence which will be shared and understood by everyone that works at HMP Sudbury.</p> <p>We achieve this by:</p> <ul style="list-style-type: none"> - Briefing staff about the every contact matters concept - Highlighting examples of where this has been done well - Reviewing our recent staff and prisoner MQPL reports to build on the positives and address the weaknesses through an action plan. <p>We will do this in conjunction with both staff and prisoners through monthly focus groups and will ask for suggested ways of improving our performance and feedback on our changes. We will produce monthly updates for staff and prisoners on our progress.</p> <ul style="list-style-type: none"> - Working in partnership with our current providers and our new providers to provide positive opportunities for our offenders and ensuring that our providers have mechanisms in place to comment on both positive and negative behaviour displayed by offenders. <p>Whilst the OASys is used to inform risk, the sentence planning document is used to reinforce positive behaviours and improve self-esteem. As part of the Induction to Sudbury we ask offenders about their strengths as well as discussing their risk factors. This information is disseminated to personal officers and used during personal officer reviews to reinforce positive attributes, thus supporting the every contact matters ethos. These focussed discussions provide more informative information for both sentence planning and OASys reviews.</p> <p>Managers will measure the effectiveness of this during their management checks of case notes on P-NOMIS as there should be an increase in positive comments, rather than a focus on the negative. This in turn enables more effective decision making during annual IEP Review Boards.</p>
<p>1b</p> <p>All who work with offenders consistently</p>	<p>We ensure that all who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.</p> <p>We achieve this by</p>

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<p>demonstrate behaviours and attitudes that support rehabilitation and desistance.</p>	<ul style="list-style-type: none"> - interrogating our recent staff and prisoner MQPL reports and through focus groups with staff and prisoners find solutions to our short comings. - Using the Pro-Social Modelling awareness package that Psychology have developed to ensure that all who work at HMP Sudbury are clear about the expected standards of behaviour and are aware of the importance and benefits of positive interactions. - improving the way we communicate with offenders about factors that effect them. This interaction will be timelier and provide a more detailed response to remove some of the current frustrations felt by offenders so that they have time to focus their attention on more constructive issues to assist with reducing their re-offending. - promoting the importance of every contact matters by running a “changing lives” campaign and highlighting positive experiences that prisoners have and challenging and coaching staff where improvements need to be made.
<p>1c</p> <p>Efforts are made to ensure offenders experience the environment as safe.</p>	<p>HMP Sudbury ensures efforts are made to ensure offenders experience the environment as safe.</p> <p>Recent HMIP and audit feedback highlighted that generally offenders felt safe, with the exception of their early days at Sudbury and that our ACCT procedures for dealing with vulnerable and/or suicidal offenders were of a good quality.</p> <p>We achieve this by</p> <ul style="list-style-type: none"> - ensuring our staff are trained and refreshed in ACCT procedures - having a violence reduction strategy in place and ensuring staff and offenders are aware of it - adopting a zero tolerance approach to violence. - supporting those that are vulnerable through both staff and peer support - ensuring that any acts of violence or bullying, victimisation or intimidation are followed up through the adjudication and/or IEP system. <p>These systems will be further developed through the SLA period.</p>
<p>1d</p> <p>Good quality risk assessments, risk management systems and information-sharing between partner agencies (where relevant) result in the application of appropriate public protection and security measures and these ensure the</p>	<p>HMP Sudbury is committed to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that individual establishments' Local Security and Public Protection Strategies will be kept up to date in line with current policy.</p>

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needs of victims are appropriately addressed.	
1e Intelligence is gathered, developed and shared in a safe and timely manner.	<p>We ensure that intelligence is gathered, developed and shared in a safe and timely manner.</p> <p>HMP Sudbury is committed to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that individual establishments' Local Security and Public Protection Strategies will be kept up to date in line with current policy.</p>
1f The availability of drugs and mobile phones in prisons is tackled.	<p>We will continue to tackle the availability of drugs and mobiles with Sudbury.</p> <p>HMP Sudbury is committed to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that individual establishments' Local Security and Public Protection Strategies will be kept up to date in line with current policy.</p>
1g Prisoners are prevented from continuing criminality from within prisons.	<p>We will prevent prisoners from continuing criminality from within HMP Sudbury by working closely with partner law enforcement agencies and sharing intelligence.</p> <p>HMP Sudbury is committed to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that individual establishments' Local Security and Public Protection Strategies will be kept up to date in line with current policy.</p>
2a There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.	<p>HMP Sudbury effectively co-ordinates the delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.</p> <p>We have a clear shared vision with all our partners, which sets out Sudbury's strategic priorities to ensure that services are aligned to maximise outcomes for offenders. This is set out in our Memorandum of Understanding or Service Level Agreements with partner agencies and includes how we will share data about our offenders safely and how we will support them to deliver their services. This includes what we will provide them to enable their delivery, how we will support them to do this and how progress will be monitored.</p> <p>A needs analysis of Sudbury's population was carried out and from this we produced a Reducing Re-offending Strategy. To meet the needs of our population we have reviewed what partners we currently work with and how they can support our strategy. Where there are perceived gaps we have looked at where our existing partners or new partners can support us. All partners feed into the Reducing Re-offending meeting and understand the needs of Sudbury's population and how these services are sequenced. This meeting provides an integrated approach to guard against silo working and provide a platform for consultation on any new ideas or changes. Our two big providers – Offender Health and Offender Education – play a key role in Senior Management Team meetings which shape and</p>

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	<p>guide Sudbury's strategic priorities. The monthly Reducing Re-offending meeting enables us to review our current delivery/progress, explore different avenues of delivery and join up all elements of delivery. Every six months we run an Employer forum where potential new partners are invited in to understand our needs and discuss what they can do to support us, which will include but internal and external employment opportunities. In addition a bi-annual 'Market Place' will enable voluntary and third sector organisations to keep up to date with current needs, review current delivery and plan future delivery.</p> <p>The Offender management Unit through OASys and Sentencing planning Boards formally agree the sequence of these activities for the individual and monitors progress against this. This ensures that resources are allocated on a risk basis and meets the needs of the individual.</p>
<p>2b</p> <p>Facilitate the ongoing operation of mandating day one entry of prison leavers onto the DWP Work Programme and any future changes through the introduction of Universal Credit.</p>	<p>HMP Sudbury facilitates the ongoing operation of mandating day one entry of prison leavers on the DWP Work Programme and any future changes through the introduction of Universal Credit.</p> <p>DWP staff can be accessed through the Resettlement Department and work closely with the staff in there. They have access to both large and small office accommodation to meet their needs. They have access to broadband and telephones so that they can assist prisoners in making advance claims for Jobseekers Allowance and to make referrals to the Work Programme. We have contact with local job centres where prisoners can visit on ROTL.</p> <p>Attendance at these meetings is monitored and passed to the offender supervisor.</p>
<p>2c</p> <p>In England - work together with NHS England and Public Health England in line with the National Partnership and Co-commissioning Agreement to ensure that NHS commissioned health services (including clinical and non-clinical substance</p>	<p>HMP Sudbury works together with NHS England and Public Health England in line with National; Partnership and Co-commissioning Agreement to ensure that NHS Commissioned health services (including clinical and non-clinical misuse services) in custody support both health and justice outcomes.</p> <p>A recent Health Needs Analysis and Substance Misuse Needs Analysis of the population informs the services provided and these arrangements are monitored through monthly contract meetings with the provider and the strategic priorities through the quarterly Partnership Board. This governance provides a mechanism to identify and address delivery and strategic issues such as planning around continuity of care and forthcoming impacts of changes to the estate from the Transforming Rehabilitation Programme. Any changes, barriers or risks as a result of the reconfiguration of the Estate will be fed through these meetings to affect and monitor the required change.</p> <p>These providers play an integral part in our Supply Reduction Strategy to reduce the supply of illicit substances into the Prison, particularly legal highs, and the diversion of prescribed medication and to promote the recovery from addiction. There is effective sharing of information protocols in place and information is routinely shared through the IR system and through their attendance at both the Security Committee Meeting and the Supply Reduction Meeting.</p>

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misuse services) in custody support both health and justice outcomes and:

- ☐ **Are informed by an up to date Health Needs Assessment²⁴ taking account of the reconfiguration of the custodial estate including the creation of Resettlement Prisons**
- ☐ **Support sustainable recovery from addiction to drugs and alcohol and improved mental health including dual diagnosis;**
- ☐ **Promote continuity of care from community to custody, between establishments and through the prison gate in partnership with new providers of probation services;**
- ☐ **Are implemented alongside efforts to reduce the supply of drugs and alcohol to prisons and the diversion of prescribed medication.**

Our providers provide continuity of care both for those going back into closed conditions or into the Community. Where risk permits we work with our providers to use Release on Temporary Licence for offenders to attend both AA and CA or to see a doctor or specialist of their choice, so that they can start to access the required services that they will require on release.

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<p>2d</p> <p>In England - Work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves.</p>	<p>We will work together with local authorities and our partner agencies to ensure that offenders with care and support needs are appropriately identified, their needs assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual is moved.</p> <p>Although this intention is based on the passage of the Care Bill in Parliament, we acknowledge we must meet the needs of our population. Therefore, we are providing match funding with NHS England to provide a Special Circumstances Unit which will provide options for palliative care, post operative care, specialist care and a more focussed facility for needs assessment for social care. Any further development of this unit will be further informed by the mandatory service specification</p>
<p>2e</p> <p>In England - Work with local authorities to promote inclusion of, and maximise benefits to, offenders' families.</p>	<p>We will work with local authorities to promote inclusion of, and maximise benefits to offenders' families.</p> <p>We support offenders keeping in contact with their families through the visits sessions that are run within the Prison and by running Family days, which provide a less formal setting for father's to interact with their children. ROTL is offered to those eligible in order to help them maintain family ties on both single day and short overnight periods. This assists both them and their family adjust to family living again. These processes involve the Offender Manager. In complex cases this is done in a structured way with more input from the Offender Manager and is sometimes further supported by the use of Approved Premises in the first instance.</p> <p>Where the need is identified we will work with local authorities through the troubled families programme to support offenders and their families.</p>
<p>2f</p> <p>In England - Continue to improve access to a pathway of new and existing services for</p>	<p>We will continue to improve access to a pathway of new and existing services for offenders with severe personality disorders. Services are primarily targeted at men who present a high risk of serious harm to others. Services are co-commissioned with NHS England Specialised Commissioning to support health and justice outcomes.</p> <p>Whilst we have no specialist services on site, if someone presents with a personality disorder they will be referred through the mental health team for assessment and support.</p>

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<p>offenders with severe personality disorders. Services are primarily targeted at men who present a high risk of serious harm to others and women who present a high risk of committing further violent, sexual or serious criminal damage offences. Services are co-commissioned with NHS England Specialised Commissioning to support health and justice outcomes.</p>	
<p>2g</p> <p>In England - Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to make prisons places of work and strengthen</p>	<p>We align services with Offender Learning and Skills Services (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to make prisons places of work and strengthen the focus on employability. Enhance access to mainstream learning and employment services for offenders on return to the community.</p> <p>We have a shared strategic vision and a close working relationship with our local partners. The quarterly contract meeting provides a platform to ensure the provider delivers against key targets and the development of the local cluster provides a richer discussion forum for improving local delivery. The local provider is a key member of the Senior Management Team and works closely with both the local HOLs and the Cluster HOLs to ensure that the needs of population are met and that they match with the requirements of the labour market. We prioritise this as key intervention in reducing re-offending and ensure that this prioritised for all those that have not reached level 1 in English and Maths and support delivery of this by challenging those offenders that do not attend. We offer a variety of vocational opportunities so offenders can develop both life skills and opportunities for employment of release.</p>

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<p>the focus on employability. Enhance access to mainstream learning and employment services for offenders on return to the community.</p>	
<p>2h</p> <p>In England - Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.</p>	<p>Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.</p> <p>Through 131 Solutions and links to local employers we will continue to offer both internal and external employment opportunities. Offenders will have the opportunity to learn a skill or a trade during their time in custody and when they become eligible for ROTL practice these new skills in employment opportunities in the Community. We will continue to work with big companies such as M & S, Boots and Dunelm Mill and smaller local companies to provide this real opportunity of employment on release.</p>
<p>3a</p> <p>Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.</p>	<p>Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with groups which receive it.</p> <p>HMP Sudbury offers evidence based 1:1 interventions for prisoners who meet the prioritisation principles (either by OGRS MAPPA or parole directed) to reduce risk of re-offending or to better understand risk management issues. The parameters of this are outlined in the SDA between the DDC and the Regional Psychologist. Sessions are limited to a maximum of 8 for eligible prisoners.</p> <p>Interventions are underpinned by 'What works' principles and are evaluated. Psychometric assessments are used where appropriate. Joint work and a consultancy services are offered between OMU and psychology staff to ensure that interventions and risk management are properly structured and evidence based and that offence paralleling issues can be best identified as prisoners are tested in open conditions.</p> <p>Twelve sessions of CSCP/ SCP consolidation are delivered per year and every new graduate is offered an initial 1:1 session to identify key skill areas. (Plans are in hand to deliver this in a multidisciplinary mode between psychology and OMU staff in accordance with best practice guidelines.)</p> <p>HMP Sudbury does not offer any other accredited programmes or have any funding to explore any other accredited interventions. If an offender requires further interventions the Offender Supervisor will ascertain if these are available elsewhere or if one to one work can</p>

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	<p>be done with a psychologist. The latter would be subject to discussion to at supervision. At the Quarterly SLA meeting with the Regional Psychologist local data and trends as well as that provided in the NOMS Evidence and Segmentation Companion Document will be reviewed to assess whether current practices are sufficient and maximise outcomes.</p>
<p>3b</p> <p>Have robust quality assurance processes in place to ensure offender services are (i) delivered as they are intended (i.e. with integrity and as planned and designed) and (ii) that they are effective.</p>	<p>We have robust quality assurance processes in place to ensure offender's services are (i) delivered as they are intended (i.e. with integrity and as planned and designed) and (ii) that they are effective.</p> <p>Work delivered by the psychology team is supervised and as part of the intervention measurements to evaluate the work will be incorporated. Psychology staff have their professional supervision every 2 weeks and all aspects of their practice can be scrutinised. This is done by an experienced chartered and registered forensic psychologist. Multi disciplinary case review is encouraged to ensure that progress can be independently assessed by other practitioners across the departments.</p> <p>We ensure opportunities are not missed by ensuring there is cover for vacancies. There is a core of the psychology team trained to deliver SCP so there is always an available trained member of staff on site on the day of delivery to cover shortfalls. If 1:1 work is cancelled at short notice a repeat appointment is made the same week for the rescheduled session.</p> <p>The work delivered by Derbyshire Probation Service is also subject to supervision by a Senior Probation officer.</p> <p>Any future services are subject to the regional PSO4350 process which will outline the quality assurance required.</p> <p>Both formal feedback through MQPL and informal feedback from offender forums are used as standard quality assurance mechanisms for non-accredited programmes and these can be discussed with the Regional Psychologist.</p>
<p>4a</p> <p>Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they deliver the greatest outcomes for investment.</p>	<p>Use the segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they will deliver the greatest outcomes for investment.</p> <p>All offenders will be allocated an offender supervisor when they arrive at Sudbury. Those with a higher level of risk will have more frequent and targeted engagement with their offender supervisor and more structured activities to test their risk levels. These offenders will have access to both the core and the additional rehabilitation services in order to maximise the outcomes from the investment. Those with a lower level of risk will have less frequent engagement with their offender supervisor, will only have access to the core rehabilitation services and will generally be signposted to activities.</p>

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<p>5a</p> <p>Relevant individual needs and characteristics are effectively identified, assessed, and monitored. This information is shared appropriately, proactively and sensitively across the organisation, and with delivery partners</p>	<p>Individual need and characteristics are identified, assessed for significance and monitored.</p> <p>We use a number of standard national processes to assess offenders following their arrival at Sudbury. As part of the induction process offenders will meet with healthcare professionals and undergo a health screening; a representative from the National Careers Service and Education and where necessary take an education assessment; a rep from Equalities to assess an individual's needs and where necessary carry out a Personal Emergency Evacuation Plan (PEEP); a Physical Education Instructor to undergo a gym induction and where necessary a personal training plan. Individual needs are assessed and where appropriate information is shared between partner agencies through information sharing protocols and an individual plan is developed for the offender. Each area is responsible for monitoring progress against the plan and with agreement this information can be fed into the offender supervisor so that necessary support can be appropriately sequenced. The services available are promoted in a range of mediums.</p> <p>During Induction data on all protected characteristics is collected from all prisoners and recorded on P-NOMIS. This data is reviewed at the Equality Meeting and informs our needs analysis for the population.</p>
<p>5b</p> <p>Information regarding individual needs and characteristics is used to adapt and sequence services to meet individual needs and maximise their benefit, and offenders are supported and encouraged to access appropriate services.</p>	<p>Information on individual need and characteristics is used to develop an individual plan to sequence and adapt services to maximise the outcome for offenders. This is monitored by the Offender Supervisor.</p> <p>Services will be responsive to meet each individual's needs. If these needs cannot be met locally inside the Prison we consult with our partners to find alternative support in the community and where appropriate ROTL can be used to support this.</p> <p>All directly employed staff are completing the Equality Training on Civil Service Learning and this training is shared with our partners via a presentation. This enables staff to recognise barriers to engagement that may arise owing to factors such as age, disability, sexuality, race, gender and intellectual function.</p>
<p>6a</p> <p>Continue to identify, assess and manage extremist offenders by engaging with existing local</p>	<p>Engage with existing local structures and ensure that training and awareness is embedded among key staff groups, in order to deliver on the identification, assessment and management of extremist offenders. Ensure referral, where appropriate, to interventions, structured assessment and structured interventions and within prisons faith-based programmes according to offender risk and need.</p> <p>In relation to the NOMS' approach to the identification, assessment and management of extremist offenders, HMP Sudbury will ensure delivery in the key thematic areas of Intelligence Gathering & Management; Offender Management and Public Protection; and Interventions & Resettlement."</p>

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<p>structures and ensuring that training and awareness is embedded among key staff groups. Ensure referral, where appropriate, to interventions, structured assessment and structured interventions and faith-based programmes according to offender risk and need.</p>	<p>HMP Sudbury ensures that any recommendations related to the identification, assessment and management of extremist offenders which are identified in year are implemented within reasonable timescale."</p>
<p>6b</p> <p>Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable delivery where it does not.</p>	<p>Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnership and a supportive environment to enable delivery where in-house capacity does not exist.</p> <p>HMP Sudbury is not resourced to facilitate victim-offender conferences; however we provide an enabling environment for offenders that want to pursue this through the National Probation Service or other partners. The Head of OMU will be the single point of contact for Restorative Justice. Where appropriate Offender Supervisors will discuss this with Offenders and their Offender Manager during sentence planning. If deemed appropriate the Offender Supervisor will put the offender forward to the Head of OMU for a Restorative Justice Suitability and Risk board. If deemed suitable the offender will be released on temporary licence and supported through the process by their personal officer and offender supervisor.</p>

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<p>6c</p> <p>Ensure the efficient use of prison places through development and implementation of local bail strategies and use of HDC for appropriate offenders, including making full use of Bail Accommodation and Support Service.</p>	<p>HMP Sudbury ensures the efficient use of prison places through the use of HDC for appropriate offenders.</p> <p>HMP Sudbury will continue our HDC Strategy to resettle offenders back into the community and maximise the efficient use of prison spaces. We engage with the offender on Induction and assess their housing requirements. During their time at Sudbury we work closely with their Offender Manager to assess whether this accommodation is suitable for release/HDC. If it is unsuitable we work closely with the Offender Manager to find alternative accommodation or in complex cases seek out suitable approved premises.</p>
<p>6d</p> <p>Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.</p>	<p>Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.</p> <p>We work closely with 131 Solutions to find new commercial opportunities that offenders can engage in during their time at Sudbury, some of which lead onto offers on employment in the community and/or on release.</p> <p>We currently work with M&S, Dunelm Mills and Boots the Chemist as well as providing prison furniture through our woodwork shops, within the Prison.</p> <p>We will continue to look to other local providers to find different opportunities for prisoners to undertake both in custody and when out on ROTL.</p>
<p>6e</p> <p>Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.</p>	<p>Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.</p> <p>HMP Sudbury does not have a video-link facility and there is currently no funding. The East Midlands are putting forward a bid to finance additional links and HMP Sudbury will be included in this bid. Sudbury will also keep this under review locally with the change in technology.</p> <p>Development Objective included in Table 6.</p>

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Table 4a: Rehabilitation Services

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

Rehabilitation Services in Custody	Name of Service Service Description	Commissioning Arrangements (NOMS Locally, Regionally or Co-Commissioned)
Staff support and encourage prisoners to participate fully in rehabilitation services	<p>We will publicise and reinforce at staff briefings and team meetings our key strategic priorities which are centred on the responsible citizen and providing offenders with rehabilitation opportunities.</p> <p>During the first 12 weeks at Sudbury offenders will be undergo various assessments, depending on risk and time left to serve, which will identify any further rehabilitative needs and they will be supported through the sentence planning process to address these needs. Where appropriate referrals will be made to other agencies to provide support to the offender. This information as a minimum will be shared with the Prisoner, Security and Personal Officers and will be used to support offenders during their time at Sudbury.</p> <p>During Induction we will set out clear expectations regarding behaviour and continued engagement with sentence planning. We will use the IEP scheme to reinforce these messages and ensure that there is a clear message that a prisoner can influence their IEP level through the behaviour and their engagement with rehabilitative work.</p> <p>Through staff briefings and coaching opportunities we will reinforce the every contact matters concept and highlight areas of good practice. In these campaigns we will reinforce the expectation of pro-social role modelling by all staff and Sudbury and detail the positive consequences this has on rehabilitation of offenders.</p> <p>We will discuss the every contact matters concept with our partners and require joint working to make this a working concept. We will monitor attendance and levels of engagement at activities both in custody and whilst on temporary release and feed this into our risk management of each offender. It is anticipated that this will encourage offenders to engage with our partners to maximise outcomes for offenders.</p> <p>We will use the findings in our recent staff and prisoner MQPL reports to focus our attention on what is required to improve the quality of life for all that live and work at Sudbury so that we can improve staff- prisoner relationships and we will test the outcomes of the changes through staff and prisoner forum.</p>	NOMS Locally
Prisoners are made aware of their responsibilities in engaging with and accessing services	<p>Prior to arrival at Sudbury and during Induction we will explain the 'responsible citizen' concept as outlined in the Prison Reform Trusts document and expect prisoners to sign up to this. We will continue to publicise this through different mediums.</p> <p>We will reinforce this and the need to engage with rehabilitative services through the IEP scheme. We will monitor progress against this through the personal officer's in put into the Sentence Planning process and management checks on the IEP scheme.</p> <p>We will use the first 12 weeks at Sudbury to carry out assessments on prisoners and give them feedback on both</p>	NOMS Locally

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	<p>their positive attributes and their areas for development. This information will be shared with personal officers and can be used to form the basis of future conversations so that every contact a member of staff has with a prisoner can be used positively and purposefully.</p> <p>We will challenge negative behaviour appropriately through both the IEP scheme and the adjudication process and where appropriate take time to discuss with offenders how this behaviour may be linked to previous offending and be clear about expectations of future behaviour.</p>	
Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement	<p>HMP Sudbury is committed to building a rehabilitative culture. We take active measures to promote and improve understanding of the importance of all that work at Sudbury demonstrating pro-social behaviours and attitudes and will use a locally devised training package to reinforce this message.</p> <p>We will use the Civil Service competency framework during SPDR reviews and bilateral meetings to ensure that staff are aware of the behaviour that is expected of them and challenge those that do not meet our expectations.</p> <p>We will reinforce with all staff the positive impact on reducing reoffending that positive feedback has on offenders and will monitor progress against this through management checks of P-NOMIS case notes.</p> <p>We will measure the impact through offender focus groups, the IEP scheme, levels of adjudications, MDT results, absconds and temporary release failures.</p>	Co-commissioned in partnership with the Regional Psychology Team.
Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	<p>As part of the induction process we will assess each offender's individual needs and provide support whilst in custody or where appropriate on ROTL.</p> <p>Employment and Benefits Advisors can be accessed within the Prison to provide assistance in finding employment through the DWP work programme help in applying for job seekers allowance in advance of being released.</p> <p>All offenders' educational needs will be assessed on induction and those assessed as being below basic skills level 1 in English and Maths will be prioritised to attend education before being allocated to work or other activities.</p> <p>The Toe by Toe peer mentoring scheme is available to support those that need extra support in literacy.</p> <p>Contact details for existing community based services are kept up to date and maintained in the Prisoner's Resource Centre.</p>	<p>Co-commissioned national contract _DWP</p> <p>Co-commissioned national SFA</p>
Prisoners can access services that enable them to manage housing needs created as a result of their custody.	<p>The Resource Centre has up to date information on housing advice and contact details of housing service providers. Although there is no direct on site provision, the Stonham Housing Benefit Advice Service is accessible via the Offender Management Unit to assist with queries.</p>	NOMS locally.

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Prisoners can access services that enable them to seek settled and suitable housing for release.	<p>Offenders have access to NACRO – Housing Information and Advice Service – including maintaining tenancy agreements as well as support for securing settled accommodation NACRO provide a REACH worker who attends each week to offer guidance and support regarding training opportunities in the community. This also includes funding for some courses.</p> <p>Stonham provide services enabling offenders to manage their accommodation needs in preparation for release. Housing advice which is run by peer mentors in the Resettlement Unit and additional support and guidance is available to assist with the completion of applications for housing and dealing with other accommodation issues. A comprehensive nationwide contact list is available for housing service providers. Additional services are accessible during ROTL.</p>	Co-commissioned national contract – NACRO
Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	<p>Debt advice and support is offered via The Citizen's Advice Bureau who attend the establishment each month. In addition the Housing Advice Centre in the Resettlement Unit holds a comprehensive list of community based debt advice services.</p> <p>Offenders can access DWP/ Job Centre plus who can assist offenders to close down and reinstate benefit claims upon release.</p> <p>The RBS account programme is in place at Sudbury and offers offenders the opportunity to open a bank account whilst in custody.</p>	Co-commissioned – CAB and DWP
Prisoners can access available services which enable them to address their family welfare and family support needs.	<p>We will provide sufficient domestic visits so that those in custody have ample opportunity to maintain family ties. This includes the provision of Family days so that offenders can interact with their children in a less formal setting and practice their parenting skills.</p> <p>We will use ROTL where appropriate, to enable offenders and their families to adjust to family life and the changes that may have happened whilst they were away.</p> <p>We will signpost offenders to community based services that support prisoner's families.</p>	NOMS Locally
Prisoners have equivalence of access to health services in custody as in the community.	<p>On reception, each offender's current health needs assessment is reviewed and offenders are subsequently sign posted and supported in tackling any additionally identified needs.</p> <p>The Resource Centre provides contact details for existing community based health related services.</p> <p>Offenders have access to Primary and Secondary health services, including mental health services, GP service, dentist, optician, physiotherapy.</p> <p>Where eligible for ROTL offenders can also access these services in the local community.</p>	Co-commissioned NHS England

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Prisoners can access treatment, services, advice and support around drug and alcohol needs.	<p>On arrival at Sudbury all offenders will have an individual health assessment. Essential immediate clinical needs will be met and where appropriate, medication dispensed and observations undertaken.</p> <p>On going clinical and psychosocial support is provided based upon the individual needs.</p> <p>The Resource Centre has contact details for community based services that can assist with drug and alcohol needs, as does the Substance Misuse Service which is delivered by Phoenix Futures.</p>	Co-commissioned NHS England
Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.	Offenders are provided with contact details and enabled to engage with existing community based services that support victims of domestic violence, rape or abuse	Local Authority Co-commissioned
Prisoners who have been sex workers can access services that offer them advice and support.	Offenders are provided with the contact details and enabled to engage with existing appropriate community based services that support sex workers.	Local Authority Co-commissioned

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Table 4b: Rehabilitation Services – Additional Services Offer

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

Segment	Total no. of Prisoners within Segment <ul style="list-style-type: none"> Use the segmentation data tool on the NOMS Performance HUB to get the numerical data you need to populate this column 	Strategic approach to meeting the needs of the segment Title and description of rehabilitative services/interventions and case management activities <ul style="list-style-type: none"> Give the title and a brief description of the case management activities offered to offenders in each segment Give a brief description of the range of rehabilitative services and interventions offered to offenders by segment. Include any accredited programmes on offer. Use the guidance on targeting in Commissioning Intention 4a If a service or intervention is available across more than one segment (for example – TSP may be available to both sex offenders and violent offenders) then state in each applicable box, making clear in the next column the number of completions relating to each segment. 	Indicate whether the service or intervention is commissioned or co-commissioned and the number of offenders who will be able to access the intervention or service annually <ul style="list-style-type: none"> For accredited programmes give the number of completions It is not necessary to record volumes for case management activities
All Offenders – where service targeted by need rather than risk	581	<p>Alcoholics Anonymous Group – to maintain abstinence from alcohol.</p> <p>Alcohol Awareness – an awareness of alcohol in prison and the treatment available.</p> <p>Alcohol intervention a 6 session 1-1 intervention – for offenders with alcohol related problems</p> <p>Bail Accommodation Support Service (BASS) – Stonham accommodation and support services for HDC</p> <p>OLASS provision and educational assessment</p>	<p>12 groups of 8 offenders each year. Additional groups can be accessed in the community on ROTL</p> <p>6 groups of 8 offenders each year</p> <p>Delivered by Derbyshire Alcohol Advisory Service (DAAS)</p>
Sexual Offenders	All sex offenders: 0	<p>This is not an SOTP site so we need to move sex offenders on if they are eligible for an accredited programme. Where OASys has not already been completed, we will prioritise sexual offenders for early OASys completion and subsequent reviews, (as well as violent offenders, and ensuring OASys is completed for those with no PSR first or shortest time left to serve).</p> <p>Any sex offenders will be assessed using RM2000 to establish their risk of sexual reconviction, where this has not already been done.</p>	

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		<p>Low RM2000: not referred for assessment for SOTP unless they are indeterminate sentence, mandatory or discretionary life sentenced prisoners or are identified to be intellectually disabled (e.g. an IQ between 60 and 80 and adaptive functioning deficits)</p> <p>Medium RM2000 or above: We will transfer these prisoners as soon as possible to the regional SOTP site if needed.</p>	
Violent offenders	<p>All violent offenders: 241</p> <p>Of whom 49 are low OGRS</p> <p>12 are OGRS 25-50 and medium or above on OVP (30 and above)</p> <p>6 are OGRS 50+ and high OVP (60 and above)</p> <p>38 are OGRS 50+ but low OVP (below 30 on OVP)</p> <p>6 are OVP more than 60</p>	<p>Where OASys has not already been completed, we will prioritise violent offenders for early OASys completion and subsequent reviews (as well as sexual offenders).</p> <p>We will take OVP into consideration when targeting activities and services for violent offenders.</p> <p>Where we have violent Offenders with an OVP score above 60% (and long enough left to serve), we will assess them, with assistance from the regional Psychology team.</p> <p>DV offenders: For those DV offenders that are high risk on the SARA assessment, we will also prioritise offenders from this group for higher intensity risk management including monitoring of visits, effective sharing of intelligence with external partners, and, where necessary monitoring of correspondence.</p> <p>Twelve sessions of CSCP/ SCP consolidation are delivered per year and every new graduate is offered an initial 1:1 session to identify key skill areas</p>	12
Indeterminate Sentenced Prisoners (ISPs)	<p>188</p> <p>Of whom 154 are convicted of violent offences</p> <p>And 30 are convicted of robbery</p>	<p>The intensity of case management for ISPs will range from medium to high and will vary over the course of their sentence, with highest levels of intensity around key events such as ensuring they can adjust to and cope with open conditions. Intensity of case management for ISPs will also vary according to the level of risk the offender presents (including risk of re-offending, violence, sex offending etc).</p> <p>Bi-annual one to one case management sessions will be staged around key events in their sentence will focus on preparing for/consolidating learning from a programme, reviewing progress, addressing any setbacks, and helping the offender plan next steps.</p> <p>Offenders who are approaching earliest release date offenders will be prioritised for access to interventions although consideration on a case by case basis where this means that a determinate prisoner could be released without treatment.</p>	

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<p>Low likelihood of any reconviction OGRS 0-24%</p>	<p>180</p> <p>Of whom 49 of these are violent and 47 of these are also low on OVP</p> <p>Of whom 32 are convicted of acquisitive offences</p> <p>And 79 are convicted of drug offences</p> <p>All of the acquisitive offenders have less 2 years to serve</p> <p>All but 1 of the drug offenders have less than 2 years to serve.</p>	<p>Low intensity case management for offenders in this OGRS band except for violent offenders with OVP of 30%+, sexual offenders assessed as medium risk or higher under RM2000, or indeterminate sentenced prisoners.</p> <p>Low intensity case management includes: Offender Supervisor review of sentence plan, a drop-in surgery for offenders to attend brief appointments/check on progress in engaging with rehabilitation services. We will put in place an approach based on 'Every Contact Matters' to ensure that all staff who have contact with offenders understand their role in contributing to rehabilitation, and feed back on any relevant contact to the OMU and Offender Supervisors.</p> <p>Risk management – security considerations inform decisions about the targeting of risk management activities as does the offender's risk of serious harm rating (regardless of their OGRS band).</p> <ul style="list-style-type: none"> • Our minimum risk management approach for all offenders is based on partnership between the OMU, Security Department and others as required, so that all risk information is shared. • Medium ROSH ratings prompt a pro-active approach to observing and recording behaviour, and sharing information across the prison and restricting/monitoring visits where necessary. • High/Very high ROSH ratings are prioritised for highest levels of risk management, which includes monitoring of communications and discussion at inter-departmental risk management meetings in cases of greatest concern. <p>Offenders within this OGRS band will have access to the core rehabilitative offer as per table 4a. In general, no additional rehabilitation services are offered to offenders in this OGRS band (see specific approaches above for violent offenders, sexual offenders and indeterminate sentence prisoners).</p>	
<p>Medium likelihood of any reconviction OGRS 25-49%</p>	<p>192</p> <p>Of whom 86 are convicted of violent offences (2 of which are recalls) and all have low or medium OVP scores (59 and below)</p>	<p>Low Intensity case management will be provided (as described in 0-24% above) for offenders in this OGRS band, except for violent offenders with OVP 30%+, sexual offenders assessed as medium risk or higher under RM2000, or indeterminate sentenced prisoners, where more intense case management will be offered.</p>	
<p>High likelihood of any reconviction OGRS 50- 74%</p>	<p>170</p> <p>Of whom 88 are convicted of violent offences and 2 of these have a high OVP score (60 or</p>	<p>Medium Intensity case management will be made available to as many offenders in this OGRS band as resources will allow. We will begin by prioritising violent offenders with OVP 30%+, sex offenders with a RM2000 above 'low' and all indeterminate sentenced offenders for this level of service.</p> <p>Medium intensity case management includes: one to one supervision, recognising achievements / reflecting on setbacks and planning for positive change, motivation to maintain or make progress, consolidate learning, observe changes in behaviour or attitudes etc. This is</p>	

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	above)	<p>a large group so we will schedule one to one sessions in response to events in each case, with the frequency and length of appointments increasing for those closest to release date, where key work/activity is still required.</p> <p>Short sentence prisoners and those in the last 12 months of their sentence in this OGRS band who are nearing the end of their sentence, will be prioritised to access rehabilitative services to support their resettlement needs. Contact will be made with public protection agencies, as required, in preparation for release.</p> <p>Acquisitive offenders: We are working with co-commissioning partners to ensure that acquisitive offenders who need drug treatment are able to access it. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment.</p> <p>Accommodation</p> <ul style="list-style-type: none"> • Stonham Housing – providing mentoring to support Offenders in finding accommodation <p>Employment</p> <ul style="list-style-type: none"> • OLASS provision of employability skills including CV writing and interview techniques <p>Families</p> <ul style="list-style-type: none"> • Family days/child centred visits – (all offence types) to develop and maintain family contact and enable consolidation of learning from parenting and relationship skills courses. • Maintaining family relationships –story book Dads • Family engagement services – specific case-work as part of LA initiatives 	
Very high likelihood of any reconviction OGRS 75-89%	<p>24</p> <p>Of whom 18 are convicted of violent offences and of these 4 have a high OVP score (60 or above)</p>	<p>Highest intensity case management will be made available to as many offenders in this OGRS band as resources will allow. We will begin by prioritising violent offenders with OVP over 60%, sex offenders with a RM2000 above 'medium' and indeterminate sentenced offenders approaching tariff or a move to open conditions.</p> <p>Highest intensity case management is as medium intensity but with more frequent / longer supervision sessions (with a clear purpose linked to the aims of the sentence plan), and active advocating for offenders where they may need help in accessing services to reduce re-offending..</p> <p>Acquisitive offenders: The prison is engaged with Public Health England in order to ensure that prisoner needs around drug misuse are understood and the right services are available at HMP Sudbury. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment.</p> <p>Short sentence offenders: those that are nearing the end of their sentence will be prioritised to access rehabilitative services to support their resettlement needs.</p> <p>Additional Accommodation, Employment and Families services (as listed in OGRS band 50-74% box).</p>	

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Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	0	In the unlikely event that an offender is received at HMP Sudbury that falls into this category we will conduct a full case file review and look at referrals to specific services and where these can best take placed.	
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Table 5: Accredited Programmes provided in the establishment	
Does this establishment deliver NOMs Commissioned accredited programmes?	No

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Table 6: Development Objective

CI Title & No.	Objective: Describe a SMART objective including what you want to achieve how you will measure your success and key milestones	Does this contribute to a regional objective (yes/no)
1a & 1b Enhance public protection and ensure a safe, decent environment and rehabilitative culture	We will implement the 'Every Contact Matters' Strategy being developed nationally in order to ensure that our staff-offender engagement is positive and effective. This will be achieved within 6 months of the national strategy being published	Yes
1c Efforts are made to ensure offenders experience the environment as safe.	<p>Our recent MQPL and offender focus groups have highlighted a need to further develop our safe guarding measures. To do this we will</p> <ul style="list-style-type: none"> • Provide information to offenders prior to their arrival about what Sudbury is like and start to structure their expectations about staffing levels and our zero tolerance to bullying. • Use prisoner focus groups to better inform the review of our Reception and Induction procedures • Introduce early days peer mentors that will live on the Induction Dorm and not be allocated work off site. • Increase the daily contact with staff in early days and directing these conversations to involve discussions about the environment and feeling safe and recording these on case notes. • Use prisoner focus groups to identify different ways to combat bullying. • Publicise the consequences of bullying • Improve our violence reduction procedures by improving our integration plans from prisoners from the Secure Accommodation Unit back to normal location, formalise our monitoring process for people under investigation. <p>This will be achieved by September 2014.</p>	Yes (3a)
1c Enhance public protection and ensure safe, decent	To ensure that we comply with the Regional Negotiator Strategy. This will further develop the skills and experiences of our negotiators and we will ensure that when called upon our staff are deployed as quickly as possible to all incidents.	Yes

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environment and rehabilitative culture.		
<p>1d</p> <p>Good quality risk assessments, risk management systems and information-sharing between partner agencies (where relevant) result in the application of appropriate public protection and security measures, and these ensure the needs of victims are appropriately addressed.</p>	<ul style="list-style-type: none"> • By June 2014 we will ensure that there is no back-log of OASys assessments and improve the quality and timeliness of the assessments. • We will provide clear guidance to our offender supervisors what information and analysis is required in our risk assessments, this will include analysis of the risks, including the triggers, and the extent to which they have been reduced or how they will be managed both in custody and when on temporary release. • We will seek to provide professional supervision from our SPO for our Offender supervisors in risk management to develop their risk management skills. • We will work closely with our local Probation Trust/ Community Rehabilitation Company and seek to offer various shadowing opportunities throughout the year to our Offender Supervisors with Offender Managers in the Community to improve their risk management skills. • From July 2014 our Offender Supervisors will be involved in offender inductions so that there is early contact between them. • By June 2014 in preparation for the impending change as a result of 'through the gate services' we will move to Probation staff managing those offenders who are high risk of serious harm to others, • By the end of 2014 every prisoner will have a single logically sequenced overarching outcome – focused sentence plan that identifies the changes in attitude, behaviour and lifestyle required to reduce their risk of harm to others and likelihood of re-offending. This plan will be informed by contributions from all relevant departments in the prison as well as the offender. • There will be a shift from process driven targets (e.g. complete training) to objectives formulated around the required changes in behaviour, attitudes and lifestyles (e.g. to be able to control temper better) • We will make more effective use of P-NOMIS to ensure that all significant contact and communication about each offender is recorded in a single record and made available to any subsequent prisons following a transfer. The record will contain information of all assessments undertaken and details of interventions delivered and be made available to the Offender Manager • By May 2014 Offender Supervisors will have access to their offenders on Mercury so that they can access critical information about conduct within the prison which might demonstrate progress and change or conversely, offence-paralleling behaviour. • The Interdepartmental Risk Management Team will meet monthly and additionally where required. It will review MAPPA 2 and 3 cases due for release within three months, plus other cases referred by a risk assessment group. The latter will screen all newly received offenders at Sudbury who are MAPPA eligible and any other cases referred by the Offender Supervisors if there are any particular concerns. • We work with the local Probation Trusts/ Community Rehabilitation Company to explore the possibility of 	Yes

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	<p>delivering offending behaviour programmes 'through the gate' on a temporary release basis where risk permits.</p> <ul style="list-style-type: none"> • Learning assessments and learning plans will be linked to OASys and sentence planning so that available resources are effectively targeted. • We will formally sharing the learning that comes from the files reviews carried out by Psychology • We will look to co-locate the Psychology Department with the Offender Management Unit so that there is a better sharing of information. • We will ensure attendance at MAPPA level 2 & 3 meetings in the community <p>From the Regional SLA it is agreed that following the publication of the MOJ ROTL and NOMS Open Prison Review, we will develop a time bound action plan from which to implement, manage and review the recommendations to ensure compliance within 3 months of the post-publication of the reviews.</p>	
<p>2a Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners.</p>	<p>We will maximise investment of all partners and providers delivering services for offenders at HMP Sudbury and maximise outcomes for offenders by ensuring they experience a seamless and joined up service. By September 2014 we will review who we work with and how we work with them and ensure that all contracts and service level agreements demonstrate how each service fits within the overall strategic context of the establishment. This review will include all statutory and non statutory, existing and new partners and providers (including by anticipating any changes as a result of Through the Gate). We will develop a plan which describes how, within [<i>time period</i>] we will deliver:</p> <ul style="list-style-type: none"> • A clear shared strategic vision for how services align to maximise outcomes and create an integrated, seamless offender management service (including a shared understanding of outcomes and priorities) • A clear agreed plan of how services sequence and compliment each other, providing continuity of services to offenders both within and across prisons (facilitating the needs of all providers and contractual partners to allow them to effectively deliver) • Leadership which actively enables and integrates services, where partnership working arrangements improve performance and aid resolution of issues • An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others • An agreement on how to safely use and share data and information <p>Progress will be monitored against the plan at the monthly Reducing Re-offending Meeting.</p>	Yes
<p>2d Work together with local authorities to ensure that</p>	<p>HMP Sudbury works together with NHS England and Public Health England in line with National; Partnership and Co-commissioning Agreement to ensure that NHS Commissioned health services (including clinical and non-clinical misuse services) in custody support both health and justice outcomes.</p>	

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adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves.	Older offenders have reported feeling more vulnerable other offenders. We will carry out a health needs analysis by May 2014 to understand what the needs of our population are/ To address this and replicate what is on offer in the community, by December 2014 we will seek to gain funding to refurbish and develop exiting accommodation into an older prisoner's unit. We will train other prisoners to provide basic social care for those that live in the Unit.	No
3. Deliver an efficient, quality service 3 (b.)	<p>With the aim of both establishing sustainable performance and ensuring that the establishment remains safe, respectable, decent and purposeful environments where prisoners are able to engage in activity and are prepared for release into the community, focus is to be applied to the delivery of HMIP expectations & gaining of positive MQPL inspection outcomes throughout 2014-15, ensuring that action plans are implemented within deadline and an assurance system specific to addressing requirements is in place to enable continual review.</p> <p>Assessed through the IA&A Governance & Operational Audit and based on the requirements of the Assurance Framework Test Guide, embed a robust assurance framework by June 2014, to ensure that service specifications and delivery requirements are continually monitored and reviewed, risk is effectively managed and data quality is maintained.</p>	Yes
4b Ensure delivery is matched to population, purpose and NOMS outcomes	We will implement a strategy to manage the population transition to ensure that we are in a positive position to adopt 'Through the Gate' Services expected by October 2014. Following this transition we will carry out a local needs analysis to ensure that we align our resources to meet the population's needs.	Yes
6e Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.	HMP Sudbury will develop a strategy for extending use of video conference facilities by September 14, consistent with the NOMS Video Action Plan, ensuring that use is consistent with type of establishment and makes maximum usage of existing/planned facilities. An establishment lead for the NOMS video action plan will be established who will be responsible for the plan and the building and maintaining of relationships with the relevant stakeholders. As per the CI 6e response, the level of engagement is dependant upon the success of a bid being made by East Midlands Regional Office.	Yes

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

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

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

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

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

Table 7b: Service specifications applicable under this Local Annex

For the following specifications, indicate which are applicable to the establishment by confirming Yes or No

37	Specialist Units (HSE)	No	Existing service specification which remains in force
38	Bail Services	No	Go live April/May 2014
39	Deliver Accredited Programmes	No	Go live April/May 2014
40	Mother & Baby Unit	No	Existing service specification which remains in force
41	Deliver Victim Offender Conferencing (Restorative Justice)	No	Go live April/May 2014

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

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

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8. Activity Places (Work and Prison Services)

Table 8a: Agreed Activity Allocation places

Table 8a: CU095a (Hours Worked in Industry) activity places allocation

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

INDUSTRIES (ONE3ONE)										
INDUSTRY SERVICE CODE	WORKSHOP NAME	Maximum number of prisoner places per activity (planned per week total for 2014-15)	TOTAL STAFF NUMBERS	CORE HOURS PER WEEK	Annual Internal Soft Charged Sales Predictions	Annual Internal Hard Charged Sales Predictions	Annual External Sales Predictions	Annual Internal Soft Charged Materials Predictions	Annual Internal Hard Charged Materials Predictions	Annual External Materials Predictions
Industries – Enterprise/ Contracts Services	Contract services Whirlodale and M&S – M&S needs to be separated on SLA	55	4	32	£0	£0	£140,000	£0	£0	£1,000
Industries 0 Land Based activities	Amenities/ gardens	40	3	32	£0	£0	£0	£0	£0	£0
Industries – land Based Activities	Recycling/ market gardens	30	2	32	£7,000	£0	£20,000	£3,000	£0	£1,100
Industries-Woodwork	Woodwork	52	4	32	£130,000	£100,000	£5,000	£57,000	£87,000	£3,000
Total		177	13	128	£137,000	£100,000	£165,000	£60,000	£87,000	£5,100

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Table 8b: Services (not industries)

Table 8b CU095b (Hours Worked in Services) – this should contain services that are measured under this specific metric			
Activity Service Code	Service Description	Maximum number of prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
HU1 Wing Activities			
HU2 Wing Activities			
HU3 Wing Activities			
HU4 Wing Activities			
HU5 Wing Activities			
HU6 Wing Activities			
Kitchen	Main Kitchen	40	32
	Staff Mess	8	32
Orderly Cleaners	Orderlies	43	32
Recycling Activity			
Weekend Activity			
Works Department	Maintenance Dept	15	32
	Sewerage works	2	32
Wing Cleaning	Wing Cleaners	25	32
Other Occupations	CES Stores	10	32
	Laundry	8	32
	Manufacturing Stores	5	32
	Van Drivers	8	32
Sub total		164	320

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Table 8c- other permanent activity places

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

Table 8c: Other Activities			
This should contain activities that are not in scope of either CU095a (Hours Worked in Industry) or CU095b (Hours Worked in Services) metrics.			
Activity Service Code	Activity Description	Maximum number of FTE prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
Basic Key Skills up to level 2	Maths/English	13	32
Core Education Classes	Non accredited	4	32
Education Induction Assessment	Induction	2	32
Education leading to accreditation	Accredited	33	32
PE Leading to QCA Qualifications	Level 2 course	20	32
Skills training leading to Accreditation	Employment skill	54	32
ROTL	Community/Paid	160	35
Prison Induction Courses/Interviews	Induction	30	32
Other			
Sub total		316	259
Total table 8		657	707

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Section 3: Regime Outline

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

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

Out of cell session time summary by day

Day	Activity	Association	Domestics	Meal	Total Time Out of Cell
Mon	8h 45m	1h 28m	1h 28m	1h 39m	13h 23m
Tue	8h 45m	1h 28m	1h 28m	1h 39m	13h 23m
Wed	8h 45m	1h 28m	1h 28m	1h 39m	13h 23m
Thu	8h 45m	1h 28m	1h 28m	1h 39m	13h 23m
Fri	8h 45m	1h 28m	1h 28m	1h 39m	13h 23m
Sat	3h 35m	6h 50m	1h 21m	1h 10m	12h 57m
Sun	3h 35m	6h 50m	1h 21m	1h 10m	12h 57m

5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Total Time Out of Cell
5-day	8h 45m	1h 28m	1h 28m	1h 39m	13h 23m

7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Total Time Out of Cell
7-day	7h 17m	3h 00m	1h 26m	1h 31m	13h 15m

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Section 4: SLA Delivery Requirements and Levels at Commencement Date

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

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

Secure and Decent Custody

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU001	Discharge to Court	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	100.00 %
CU003	Absconds	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		15.27	15.27	15.27	15.27	15.27	15.27	15.27	15.27	15.27	15.27	15.27	15.27	15.27	15.27	15.27	15.27	15.27	
CU006	CAT A Escapes													0	0	0	0	0	0
CU007	Escapes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CU016	Mandatory Drug Testing (MDT)	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	
CU031	Control & Restraint (C&R) Training	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	
CU060	Tornado Commitment																		17.00
CU074	MQPL Score BME	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50
CU056a	Security Audit -	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.56

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	Audit & Corporate Assurance (A&CA)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU057a	Self Harm Audit (A&CA)	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.40
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU067	HMIP Resettlement	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.95
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU075	HMIP Respect	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.79
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU077	HMIP Safety	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.92
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU078	HMIP Purposeful Activity	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.58
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU076	MQPL Safety	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.86
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU079	MQPL Decency	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.83
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU088	Violence Management																			

Offender Management

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

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			90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU086A	Return MAPPA Forms	of F																		
			90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU089	ViSOR Effectiveness (Prison)																			
			90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %

Interventions

			Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU019	Sex Offender Treatment Programme (SOTP) Completions																			942
CU021	Offending Behaviour Programme (OBP) Completions														0.00	0.00				6,456.00

Regimes

			Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU013	Settled Accommodation on Discharge		95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	
CU014	Training Education / on Discharge		10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	
CU015	Employment on Discharge		55.00 %	55.00 %	55.00 %	55.00 %	55.00 %	55.00 %	55.00 %	55.00 %	55.00 %	55.00 %	55.00 %	55.00 %	55.00 %	55.00 %	55.00 %	55.00 %	55.00 %	
CU095a	Hours Worked In Industry																			

General

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

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