



National Offender
Management Service

**Annex to NORTH WEST
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

Thorn Cross

Local Establishment Annex 2014-15

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Version Control Table		
Version No.	Reason for Issue / Changes	Date Issued / Amended
P1.0	Published for Commissioning Round from 2014	1 April 2014

Table of Contents

	Page
SECTION 1: SERVICE OVERVIEW	4
1. Establishment Details	4
Table 1: Establishment Details	4
2. Establishment Population	4
Table 2a: Capacity Specification	4
Table 2b: Population Allocation Specification	5
Table 2c: Population Assumptions – Origin of the Population	5
Table 2d: Population Assumptions – Estimated Background of the Population	6
SECTION 2: ESTABLISHMENT DELIVERY.....	7
Table 3: Local Response to Commissioning Intentions.....	7
Table 4a: Rehabilitation Services – Core Offer	22
Table 4b: Rehabilitation Services - Additional Services Offer.....	28
Table 5: Accredited Programmes provided in the establishment	34
Table 6: Development Objective	35
Table 7a: Mandatory Service specifications applicable under this Local Annex	40
Table 7b: Service specifications applicable under this Local Annex	41
Table 7c: Service Options, above the national minimum.....	42
Table 7d: Agreed delivery hours for specified services.....	43
Table 8a: Agreed Activity Allocation places.....	44
Table 8b: Services (not industries).....	45
Table 8c: Other Activities	46
SECTION 3: REGIME OUTLINE.....	48
SECTION 4: SLA DELIVERY REQUIREMENTS AND LEVELS AT COMMENCEMENT DATE.....	49

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This document is the Local Establishment Annex 2014-15 to the North West 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**, **HMP Thorn Cross** 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 & YOI Thorn Cross
Establishment type	Open resettlement
Specialist function	
Security Category / Categories:	Category D only/ Young Adults suitable for closed conditions or lower
Annual Operating Price	5,715,143

2. Establishment Population

HMPS shall provide the Operational Capacity and Certified Normal Accommodation (CNA) at Thorn Cross, 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	332
Operational Capacity	331

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

Table 2b: Population Allocation Specification	
Gender:	Male prisoners only
Age:	Adults (21 and over) and Young Adults (18-21)
Security Category:	Category D only/ Young Adults suitable for closed conditions or lower
Sentence Status:	Sentenced prisoners
Sentence Length / Type:	No restrictions No restrictions
Offence Type:	No restrictions
Nationality:	No restrictions

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

Table 2c: Population Assumptions – Origin of the Population
<p><i>HMP & YOI Thorn Cross is a Young Offender Institution and open training prison holding male young adults aged 18 and over. The population is mainly comprised of longer sentenced determinate young adults. This establishment mostly holds young adults sentenced at courts in the North West and the West Midlands regions and receives most of its population from other YOIs in the area, as appropriate to the prisoner pathway particularly Altcourse and Birmingham.</i></p>

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Table 2d: Population Assumptions – Estimated Background of the Population							
OCTOBER 2014							
	Cat A	Cat B	Cat C	Cat D	Male YO	Other	Total
Prisoners on remand, convicted unsentenced, or sentenced uncategorised	0	N/A	N/A	N/A	N/A	N/A	0
Prisoners sentenced to less than 12 months	N/A	N/A	N/A	N/A	N/A	N/A	0
Determinate prisoners serving 12 months or more but less than 4 years	N/A	N/A	N/A	36	39	N/A	75
Determinate prisoners serving more than 4 years	N/A	N/A	N/A	173	27	N/A	200
Indeterminate prisoners	N/A	N/A	N/A	31	4	N/A	35
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	N/A	N/A	N/A	0
Discretionary	N/A	N/A	N/A	N/A	N/A	N/A	0
Total	0	0	0	240	70	0	310
Resettlement	Yes	Reset %		All	Reset No.		NA
Specialist Function							

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SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions	
CI Title & No.	Response to Commissioning Intention
1. Enhance public Protection and ensure a safe, decent e environment and rehabilitative culture.	Thorn Cross has developed robust Risk Management processes which are applied to ensure Public protection is at the heart of all of our work. We provide a safe decent and secure environment for offenders to ensure that they can focus on rehabilitation work.
1A There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.	Thorn Cross ensures that all our staff and partners understand our core rehabilitation business. Offender management is at the centre of all our work and co-ordinate sentence planning/offender journey so that staff and prisoners understand the priorities and sequencing for each offender. There is a prison-wide approach to <i>Every Contact Matters</i> . We have developed a real buy in by all staff to record all meaningful contact with prisoners on NOMIS. We have a comprehensive reducing Reoffending Strategy that incorporates a range of opportunities and pathways that focus our delivery and outcomes.
1B All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.	Thorn Cross strives to continuously improve positive staff behaviour and challenge negativity in order to promote professional staff/offender relations. Full staff briefings have focused on this. Senior and middle management are encouraged to reinforce this philosophy. We will implement the TRP changes particularly maintaining the engagement of staff in rehabilitative work and their commitment to supporting desistance. We will work effectively in partnership with new providers, to ensure a rehabilitative culture is maintained and that the range of desistance factors are addressed

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<p>1C Efforts are made to ensure offenders experience the environment as safe.</p>	<p>Thorn Cross provides a safe decent and secure environment for offenders to ensure that they can focus on rehabilitation work. This is evidenced in safer custody statistics, MQPL and HMIP inspections Demonstrate leadership commitment to understanding and reducing violence, bullying, intimidation and victimisation within the prison and to enhancing feelings of safety for staff and prisoners (visible through, for example, written material, briefings and meetings, structures and staff responsibilities, response to incidents, response to data) Previous MQPL and HMIP have said that thorn Cross is a safe and decent place to be. <u>All</u> incidents of violence including assaults and fights are accurately recorded on the violence management hub and our Head of Safer custody is responsible for investigating all such incidents. A monthly report is presented to SMT and First line managers. Staff are supported and encouraged to use authority consistently and fairly and be confident in applying rules by SMT who are presented with a monthly IEP report presented by first line managers. Actions and follow up actions are monitored via our Performance Assurance meetings</p>
<p>1D 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>	<p>In line with the North West Regional SLA, HMP Thorn Cross 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>
<p>1E Intelligence is gathered, developed and shared in a safe and timely manner.</p>	<p>In line with the North West Regional SLA, HMP Thorn Cross 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>
<p>1F The availability of drugs and mobile phones in</p>	<p>In line with the North West Regional SLA, HMP Thorn Cross 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'</p>

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prisons is tackled.	Local Security and Public Protection Strategies will be kept up to date in line with current policy.
1G Prisoners are prevented from continuing criminality from within prisons.	In line with the North West Regional SLA, HMP Thorn Cross 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.
2A There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.	See Table 6
2B Facilitate the ongoing operation of mandating day one entry of prison leavers onto the DWP Work Programme and any future changes through the introduction of Universal Credit.	<p>DWP staff (Employment Benefit Advisers) are located within the prison resettlement hub alongside other resettlement services. They are provided with an office with space for private interviews and have a standalone broadband and telephone line. The EBAs see all prisoners prior to release to assist with JSA and personal independent payment and work programmes. They are provided with data on releases via the resettlement staff and also have access to P Nomis. EBAs join the reducing reoffending and QIG meetings and are able to express any concerns about our partnership including non attendance for interviews.</p> <p>The establishment understands that the resources needed by DWP could increase as Universal Credit is rolled out. However, we are currently covered by a Part time worker whose hours could be increased and existing infrastructure would suffice.</p>
2C In England - work together with NHS England and Public Health England in line with the National Partnership and Co-commissioning	HMP Thorn Cross is working closely with providers of healthcare and substance misuse services through our local Healthcare Strategic Delivery Board which meets QUARTERLY and representation of healthcare on the establishments SMT through Head of Reducing Reoffending. This governance provides a mechanism to identifying and addressing delivery and strategic issues such as planning around continuity of care and forthcoming impacts of changes to the

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<p>Agreement to ensure that NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody support both health and justice outcomes and:</p> <ul style="list-style-type: none"><input type="checkbox"/> 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<input type="checkbox"/> Support sustainable recovery from addiction to drugs and alcohol and improved mental health including dual diagnosis;<input type="checkbox"/> Promote continuity of care from community to custody, between establishments and through the prison gate in partnership with new providers of probation services;<input type="checkbox"/> Are implemented alongside efforts to reduce the supply of drugs and alcohol in to prisons and the diversion of prescribed medication.	<p>estate from the Transforming Rehabilitation Programme. We are developing a Local Delivery Agreement in line with the National Partnership Agreement between NOMS, NHS England and Public Health England. Our shared priorities from April 2014 include retendering of generic health and dual diagnosis services currently provided by Bridgewater Trust and Warrington 5 boroughs services by April 2016. We will carry out new Health needs assessments. We are also working closely with health and substance misuse providers to promote recovery from addiction by working to reduce the supply of drugs and alcohol into prisons and the diversion of prescribed medication through appropriately sharing of information and intelligence.</p>
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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>Thorn Cross has until recently had little need of such agreements.. However, we now accommodate prisoners of open age group and health and social needs have changed significantly. At present we deal with social care needs on an ad-hoc basis based on need.</p> <p>We share the same health service providers as HMP Risley and also sit on same Partnership board. We have an SLA between PHE Bridgewater Trust and Warrington 5 boroughs services. Risley have embedded LA arrangements and we will share these</p> <p>Key Delivery Milestones 2014/15</p> <ul style="list-style-type: none"> ▪ Quarter 2: The prison will approach the LA with a view to developing a joint prison/LA action plan to prepare for April 2015. The LA will be invited to sit on the Prison Health Partnership Board to ensure an integrated approach to health and social care. ▪ Quarter 3: A prison/LA action plan is in place to prepare for April 2015 and implementation has commenced. The action plan considers the requirement for: needs assessment; information sharing agreements and local referral protocols for individuals with a high level of need; the physical environment for service delivery; the role of the prison in informing the design of any local authority service specifications.
<p>2E</p> <p>In England - Work with local authorities to promote inclusion of, and maximise benefits to, offenders' families.</p>	<p>Thorn Cross will promote inclusion of families and develop themed Family Days, Visits and will encourage families links by delivering up to 60 places for ROTL for resettlement purposes each Saturday and Sunday.</p> <p>Family engagement casework or co-commissioned approaches are used by drug services to target family and relationship resources (including family visits and family days) on offenders who will benefit the most</p> <ul style="list-style-type: none"> • HMPYOI Thorn Cross recognise that lack of supportive and pro-social family / marital relationships is one of the key factors linked to reoffending and desistance. We work to identify and mitigate where this might be an issue for offenders through offender management work. • Head of Reducing Reoffending provides leadership support for work in this area and is a standing item on quarterly Reducing Reoffending meeting agenda • We are working with CRI and the Foundry Church exploring current work and new opportunities to strengthen or extend proven interventions and services, and sharing aggregate and individual data to identify families meeting the local Troubled Families programme criteria. • We have a partnership with the Leaving Care Network who will support any ex leaving care individuals prior to

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	<p>and after release</p> <ul style="list-style-type: none"> • We provide a voluntary counselling service for individuals with family relationship difficultiesAn offender journey approach which identifies needs and minimises the impact of imprisonment earlier, informs sentence planning and sets up ongoing relationship maintenance support; and informs resettlement planning. • Family engagement casework approaches are used to target family and relationship resources (including family visits and family days) on offenders who will benefit the most.
<p>2F In England - Continue to improve access to a pathway of new and existing services for offenders with severe personality disorders. Services are primarily targeted at men who present a high risk of serious harm to others and women who present a high risk of committing further violent, sexual or serious criminal damage offences. Services are co-commissioned with NHS England Specialised Commissioning to support health and justice outcomes.</p>	<p>We do not envisage that we will hold this type of prisoner at Thorn Cross</p>
<p>2G In England - Align services with Offender Learning and Skills Service (OLASS 4)</p>	<p>HMP Thorn Cross will continue to develop a community employment strategy as part of the requirements of being a Resettlement Prison. This will support the concept of the offender Journey for offenders in which working out opportunities will be available to offenders that provide opportunities for gaining employment on release. Community</p>

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<p>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>work placements will meet the requirements of the working prison priority set out in the green paper.</p> <p>Measurable outcome: HMP Thorn Cross will aim to have up to 80 daily community based placements in the SLA year 2014 - 2015, during the transitional period of reconfiguration to a resettlement prison. (See Table 6).</p> <p>Thorn Cross is increasing work opportunities within the prison. We will only consider work that will enable us to train our prisoners to gain transferrable skills for future employment post release. We have a Max Spielman academy that employs 14 prisoners at present. We are in the latter stages of developing a Timpson academy for shoe repair which will employ 12-15 prisoners. We have also held meetings with Timpsons to discuss a further photographic academy and an expansion of the existing Max Spielman academy which has the potential to employ a further 20 prisoners.</p> <p>We will continue to work with our partner agencies in developing our Resettlement offer at Thorn Cross, developing our relationship with DWP, NCS, Achieve NW and The Manchester College [TMC]</p> <p><i>Making Prisons Work; skills for rehabilitation. A Review of Offender Learning</i>” empowers prison Governors and their local partners to make decisions about the learning opportunities that are offered in their prisons, based on labour market needs in the areas in which prisoners resettle, combined with individual learning needs and aspirations.</p> <p>The Head of Learning and Skills and Head of Reducing Re-offending and Cluster leads facilitate 6 weekly prison based partnership meetings to discuss all aspects of learning and skills delivery, performance and development. A quarterly Quality Improvement Group is facilitated and the Head of Learning and Skills hold regular meetings with the provider Education Manager. The groups report to the Cluster OLASS/ Learning and Skills meetings facilitated by the lead Governor and in turn to the Regional Governance Board, chaired by the DDC. This ensures alignment with regional and national learning and skills policy and priorities and the movement of funds, where deemed appropriate. We have clear agreed governance for our meetings; minutes are recorded and action plans are in place.</p> <p>We access reliable labour market information pertaining to the areas into which prisoners will be released. This is used to inform our curriculum which is reviewed regularly, so as to meet the needs of a diverse and changing prison population and maximise employment opportunities. We have established good relationships with employers and Warrington Collegiate in resettlement and we regularly refer prisoners to them. Prisoners who are reaching the end of their custodial sentence (1year –18 months) are undertaking vocational and educational training and preparation for employment. They are supported by the National Careers Service and Achieve and TMC in career planning.</p> <p>All prisoners are screened for functional skills needs on reception and, where a need is identified, a full assessment is undertaken by the OLASS provider and maths and English courses are offered as a matter of priority. Our regimes are</p>
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	<p>planned so as to reduce any interruption to a prisoner's learning; sentence planning and IEP are used to effect in securing prisoner engagement in their learning. Working in collaboration with our OLASS provider, we are closely monitoring recruitment, attendance and punctuality and we are planning and maximising our resources to ensure that prisoner achievement is optimised, using our OLASS budget to the full. Data is collected and a report submitted to the Governor, Cluster Lead Governor and DDC.</p>
<p>2H In England - Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment</p>	<p>See above.</p>
<p>3A Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be</p>	<p>See Table 6.</p> <p>We do not run accredited programmes at Thorn Cross. However, a Needs Analysis from OASys data was completed in 2013 and will be repeated in 2014. Following this we will target our resources based on need [See 4 a]</p>

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effective with the groups which receive it.	
3B Have robust quality assurance processes in place to ensure offender services are (i) delivered as they are intended (i.e. with integrity and as planned and designed) and (ii) that they are effective.	See Table 6.
4A Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they deliver the greatest outcomes for investment. i.	<p>The segmentation data from March 2013 identified that the main risk group of offenders at HMPYOI Thorn Cross are offenders that fall into the Low, Medium and High likelihood of reconviction according to their OGRS scores.</p> <p style="padding-left: 40px;">High Risk – 99 (34%) Medium Risk - 97 (33%) Low Risk – 70 [24%]</p> <p>As a result of this data the focus of resources for intervention is within these risk groups. This results in the highest level of intensity of case management and risk management taking place for offenders in the highest risk brackets. This is highlighted in the response to Table 4b</p> <p>The types of offences that are most prevalent are:</p> <p style="padding-left: 40px;"><i>Drugs – 94 (32%)</i> <i>Violence – 87 (30%)</i> <i>Acquisitive Offences –50 (17%)</i></p> <p>'Drugs' is the main offence type within the population of Thorn Cross. Foundations of Recovery and individual casework involve offenders developing skills in setting goals and making plans to achieve these without offending.</p> <p>Violence Reduction Sessions have been locally developed with NSPCC and deliver a programme for all prisoners who are involved in violent behaviour within the custodial setting and is linked to need and not dependent on offending risk levels. There are often links between violent behaviour in custody and violent offending, therefore, priority is given</p>

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to any prisoner with a High or Very High OVP score. However, this programme does focus on custodial behaviour rather than offence. HMIP have already endorsed this work.

Acquisitive crime is the third largest group however, there is not a specific programme offered to this group of offenders. If the offending were linked to violence the offenders would be considered for Sycamore Tree programme. The majority of the Acquisitive group - fall in to the medium to High OGRS score for likelihood of reconviction. Through the OASys and sentence planning process the Offender Supervisor will identify the motivating factors behind the acquisitive crime and may therefore link into another pathway for example drugs, violence finance benefit and debt.

The largest group regarding sentence length is 4 years plus which includes 48% (142) of the population from the snapshot data. The next highest group are those with a sentence length of 1-4 years – 34% (99)

It is important to note that the segmentation data for Thorn Cross clearly identifies that 41% of the population at the time of the snap shot had 6 months or less to serve. Therefore Case Management and Risk Management are prioritised according to not only risk level but also length of time left to serve. This ensures that resettlement issues for High risk groups and above are assessed and appropriate support and action taken.”

OGRS data will be used to target any interventions required.

Services delivered at Thorn Cross are proportionate to risk. Most prisoners at Thorn Cross require employment, bank accounts and building family ties rather than offending behaviour programmes.

- **Low intensity** case management is the core level of service, to enable the following to take place:
 - Assessment
 - Sentence planning
 - Referral to rehabilitative services provided under the 'core offer'
 - Keeping in touch – this should be part of a whole prison approach (Our New Way) so that any contact, e.g. when supervising a wing, is used to check in with offenders and is fed back to the Offender Supervisor. Other approaches might include offering a 'surgery' or drop-in session whereby low risk offenders are offered brief appointments to check on progress.
- Low intensity case management will be aimed at those with low OGRS scores and is expected to be all a local prison can offer

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	<ul style="list-style-type: none"> • Medium intensity case management involves one to one supervision, based on a pro-social approach and focuses on: <ul style="list-style-type: none"> - recognising achievement - motivation to maintain or make progress - reflecting on setbacks and planning for positive change - consolidating learning from interventions - observing changes in behaviour or attitudes - encouraging the offender to own their change • Medium intensity case management will be aimed at those with medium or high OGRS, OVP or RM2000 scores, and indeterminate sentence prisoners • Highest intensity case management is: <ul style="list-style-type: none"> - As above, with more frequent/longer supervision sessions - Active advocating for offenders where they may need help in accessing services to reduce reoffending • Highest intensity case management will be reserved for those with the highest OGRS scores (75+ where resources allow) and ISPs who are approaching a key stage such as tariff date or Parole review. • Risk management activity will vary, informed by security considerations and offender's risk of serious harm rating • A minimum risk management approach should be based on partnership between the OMU, Security Department and others as required, so that all risk information is shared • More intensive risk management should be targeted according to OASys Risk of Serious Harm ratings, including observing and recording behaviour, and restricting/monitoring visits where necessary. • Highest levels of risk management, which includes monitoring of communications and discussion at inter-departmental risk management meetings in cases of greatest concern, should be prioritised from those with the highest OASys Risk of Serious Harm ratings.
<p>5A Relevant individual needs and characteristics are effectively identified, assessed, and monitored. This information is shared</p>	<p>We have a number of standard processes for identification and assessment of individual needs within first days in custody which include healthcare screening, education assessments, equalities questionnaires, safer custody and cell sharing risk assessments. In addition we recognise that a number of offenders may have possible unidentified learning disabilities and mental health problems. To meet this need we have additional screening and assessment arrangements in place for these areas of need and strategies for sharing assessment information across partners. These processes are monitored to ensure they are of a good standard and delivered as expected. The results are used to develop individual plans where offender needs are identified.</p>

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<p>appropriately, proactively and sensitively across the organisation, and with delivery partners.</p>	<p>Individual needs are monitored through a range of tools such as the OASys sentence plans, ACCT plans, Care plans and Individual learner plans. In addition we monitor the needs of our populations against the services and activities received in order to ensure that appropriate services and interventions are in place and adapted to meet needs, and to ensure that groups with particular characteristics are not discriminated against.</p> <p>Individual needs may arise from enduring characteristics such as age, ethnicity or disabilities or could be more temporary, for example bereavement or depression. We ensure that our staff have adequate training so that they are able to identify offenders who may need additional support and can take appropriate action.</p> <p>Data on all protected characteristics is collected from all prisoners and recorded on Prison-Nomis.</p> <p>The individual needs and protected characteristics being identified, assessed and monitored are:</p> <ul style="list-style-type: none"> Learning Disability and Difficulty Physical health and disability Mental Health Maturity, including capacity for taking responsibility for and understanding consequences of one's actions, and attitudes to risk taking. Family circumstances (e.g. relationship breakdown, caring responsibilities, financial difficulties etc.) Gender Sexual Orientation Race Age Faith Gender re-assignment
<p>5B Information regarding individual needs and characteristics is used to adapt and sequence services to</p>	<p>Information gained is then used to develop an individualised plan, sequencing services to maximise the benefit to the offender, using OASys which is monitored annually or when a significant change occurs. Additional reviews will occur if necessary.</p> <p>Prisoners can also self report following any changes to characteristics using questionnaires.</p>

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<p>meet individual needs and maximise their benefit, and offenders are supported and encouraged to access appropriate services.</p>	<p>We have developed champions in all the areas listed below who will work with and support prisoners. The champions also attend the DEAT monthly meetings and provide respective reports. Any issues are monitored and addressed via this forum</p> <p>Staff receive information and training to support them in recognising barriers to engagement that may arise owing to factors such as age, sexuality, disability, intellectual function, race , faith and gender</p>
<p>6A Continue to identify, assess and manage extremist offenders by engaging with existing local structures and ensuring that training and awareness is embedded among key staff groups. Ensure referral, where appropriate, to interventions, structured assessment and structured interventions and faith-based programmes according to offender risk and need.</p>	<p>In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Thorn Cross will ensure delivery in the key thematic areas of Intelligence Gathering & Management; Offender Management and Public Protection; and Interventions & Resettlement, as assessed by NOMS HQ.</p> <p>HMP Thorn Cross will also ensure that any recommendations related to the identification, assessment and management of extremist offenders which are identified in year through the NOMS assessment process are implemented within reasonable timescale.</p>
<p>6B Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable</p>	<p>HMPYOI Thorn Cross will participate in a NOMS Restorative Justice training project with Cheshire Prisons, Police and NPS. This will be delivered by staff trained by Restorative Justice Solutions.</p> <p>Suitability Risk Group: OGRS 25-74%</p> <p>Offence type: acquisitive and violent crime, including burglary, assault and public order offences. Offences will usually</p>

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<p>delivery where it does not.</p>	<p>require an identifiable victim who has suffered personal harm damage or loss</p> <p>Exclusion criteria: The following offences are likely to be excluded by new schemes: cases in which the offender has pled not guilty and a trial has taken place; cases of child abuse [although victims aged under 18 of other eligible offences may be suitable]; cases of domestic violence [violence between partners, or ex-partners].</p> <p>Further conclusions on suitability will be drawn as population data matures and shapes our rehabilitative offer for OGRS bands and offence types.</p> <ul style="list-style-type: none"> • Offender Supervisors, Prison officers and Resettlement staff would be core facilitators. The team would comprise of Thorn Cross and Probation staff. • In the first instance our RJ Champions will train as trainers and there would be a selection of Prison Officers s and Offender Supervisors with the appropriate abilities who could also train as trainers. This would make the project sustainable. • One RJ intervention per month and a minimum of six conferences per year will accommodated. <p>Measurable outcome: HMPYOI Thorn Cross will aim to complete up to six case conferences during 2014/15.</p>
<p>6C Ensure the efficient use of prison places through development and implementation of local bail strategies and use of HDC for appropriate offenders, including making full use of Bail Accommodation and Support Service</p>	<p>HMP Thorn Cross will continue with our HDC strategy which ensures that all prisoners eligible for HDC who cannot provide an accommodation address are routinely offered accommodation through BASS.</p> <p>Thorn Cross stress the importance of liaison with the licence supervisor (offender manager) and ensure that releases to BASS are credited as 'suitable and settled' for the purpose of delivery levels</p> <p>Thorn Cross ensure that BASS is considered as an option when non-BASS HDC placements fail</p> <p>We do not accommodate remand prisoners, therefore, bail is not required from HMP Thorn Cross</p>
<p>6D Increase the amount of commercial and economically beneficial work in prisons</p>	<p>Thorn Cross has a Max Spielman academy that employs 16 prisoners at present. We are in the latter stages of developing a Timpson academy for shoe repair which will employ 12-15 prisoners</p> <p>We have also held meetings with Timpsons to discuss a further photographic academy and an expansion of the existing Max Spielman academy which has the potential to employ a further 20 prisoners. Please refer to Table 6.</p>

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undertaken by prisoners	
6E Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.	Please refer to Table 6,

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Table 4a: Rehabilitation Services – Core Offer

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

Rehabilitation Services in Custody Core Offer Outputs	Name of Service Service Description	Commissioning Arrangements (NOMS Locally, Regionally or Co-Commissioned)
Staff support and encourage prisoners to participate fully in rehabilitation services	<ul style="list-style-type: none"> • Outstanding rehabilitative need is identified and discussed with prisoners at induction. Information on this is shared with all who work with the prisoner so that they can be encouraged and supported to engage with appropriate services. • Risk management – all staff will make effective use of information sharing (such as the observation book, handover / daily briefing sheets) and monitoring mechanisms as part of their core tasks that contribute to a safe and secure, decent rehabilitative environment. This will also include ensuring that all information on the range of available rehabilitative services is maintained and up to date • We will maintain a personal officer scheme that will support the Sentence Plan process and the Offender Journey. • Up to date information about available services, their content and eligibility criteria are published, advertised and promoted • A directory of services is available across the establishment electronically via TV screens located on the Residential Units. • The Education Concourse will have up to date notice boards which markets the Resettlement provision available. • All prisoners will be seen on Induction by partner agencies. • HMP Thorn Cross operates an integrated IEP Policy in line with PSI 30/2013 that aims to ensure that prisoners are able to attain levels through engagement with rehabilitative activity such as becoming Recovery Champions, Unit Representatives, mentors etc. • We will embed the “every Contact Matters” concept into our staff/prisoner relationships (see Table 6). 	NOMS

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<p>Prisoners are made aware of their responsibilities in engaging with and accessing services</p>	<ul style="list-style-type: none"> • Through our Every Contact Matters agenda we will aim to ensure prisoners receive consistent messages. We have given all staff a pocket sized card reminding them of our vision and rehabilitation priorities including some key staff behaviours that are likely to generate positive change in prisoners such as listening to what the key priority issues are, giving practical assistance in problem solving rather than solving the problem for them, encouraging prisoners that they can change and promoting a sense of personal responsibility. • All communication with prisoners is accessible and responsive to their diverse needs. All staff are supported to ensure their engagement with prisoners is effective through our mandatory equality and diversity awareness training delivered by our Safer Custody and Equalities manager. • It is envisaged that suitably risk assessed prisoners will engage with community based accredited programmes delivered by Cheshire Probation Trust where required as part of their sentence plan. • Offender Supervisors will outline expectations to their respective caseload and ensure prisoners take responsibility for adherence to their Sentence Planning. They will be central to raising the awareness and importance of sequencing and adherence to the prisoner's journey. 	<p>NOMS</p>
<p>Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement</p>	<ul style="list-style-type: none"> • We will take active measures to promote and improve understanding of the importance of demonstrating pro-social behaviours and attitudes at all levels, and use existing internal communication and line management arrangements to help embed effective practice and encourage a culture of continuous improvement • Prisoners' anti-social attitudes, thinking and behaviours are addressed by staff through pro-social interaction and engagement. • We will maintain a personal officer scheme that requires minimum levels of interaction and engagement that will support the Sentence Plan process and the Offender Journey. CI 1B • We will use data from external audits such as HMIP & MQPL and local data such as IEP, MDT & adjudications to monitor anti social attitudes and behaviours and to inform local Safer Custody policy which in turn reports to SMT. 	<p>NOMS</p>
<p>Prisoners can access</p>	<ul style="list-style-type: none"> • Employment and Benefit Advisors – prisoners are given access for assistance re future job prospects or for support onto the DWP work programme and in applying for job seekers allowance. • OLASS provision of basic skills (level 1) training which enables prisoners to engage with the regime as well as providers of rehabilitative services • Toe by Toe – peer mentoring reading scheme 	<p>NOMS REGIONAL</p>

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<p>appropriate services that enable them to seek suitable employment and/or training for release.</p>	<ul style="list-style-type: none"> • NCS - provide information on disclosure to future employers <p>Contact details for existing community based services are maintained and accessible to all prisoners</p> <ul style="list-style-type: none"> • We will continue to use the services of DWP, Achieve and National Career Service. • All offenders will have the opportunity to access careers advice. • Prisoners who have may have problems with employment can refer at any time to see the jobcentre plus worker or National Careers Service advisor via the application process.. • Literacy and Numeracy Skills are supported from Entry Level to L2 • The curriculum was reviewed in 2013 and will be reviewed again with the OLASS 4 provider to take account of the changing offender population of the Resettlement prison. In line with OLASS 4 North West cluster developments HMP Thorn Cross will work with the Manchester College and SFA to align Cheshire and North West Employability Skills training to the emerging labour market. • Amber Trains will deliver 5 Track Laying and Track Safety Courses during 2014 – 2015. • We will ensure that all learners have an ILP which reflects their sentence plan, identifying the appropriate interventions. • We will review the ILP with prisoners on reception • Labour market information [LMI] data will continue to be a main driver in the curriculum review. • Prisoners that are due for release and undergoing the job search process will be provided with information on disclosure. This information is -provided by the National Career advisors. • An Achieve NW worker will attend Thorn Cross and they employ a Through the Gate worker. • We will continue to develop the Toe By Toe Reading scheme; peer mentoring programme which encourages and supports prisoners who can read to give one-to-one tuition to prisoners who struggle to read. Now under the national reading Network, supported by the Shannon Trust. 	<p>NOMS REGIONAL</p>
		<p>NOMS REGIONAL</p>

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Prisoners can access services that enable them to manage housing needs created as a result of their custody.	<ul style="list-style-type: none"> Shelter share our management approach that recognises the benefit and value of partnership work. The service provides advice on housing benefits and tenancy agreements The provider is expected to develop and maintain effective operational links with Local Authorities, Housing Associations and Registered Social Landlords, as well as voluntary sector organisations. Shelter use information gained in the course of providing the service[s] to enhance service delivery. The Stonham BASS service will be accessed where suitable for prisoners who would otherwise be NFA. For HDC purposes only. Housing advice leaflets are available for service users. 	NOMS REGIONAL
Prisoners can access services that enable them to seek settled and suitable housing for release.	<ul style="list-style-type: none"> Shelter will deliver information and advice verbally and via leaflets on housing matters, finance, benefit and debt, within a case management approach that recognises the benefit and value of partnership work. The provider is expected to develop and maintain effective operational links with Local Authorities, Housing Associations and Registered Social Landlords, as well as voluntary sector organisations and, by using information gained in the course of providing the service[s] to assist the Prison Service inform policy development and service improvement. 	NOMS REGIONAL
Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	<p>.</p> <ul style="list-style-type: none"> Shelter will assist prisoners to open Bank accounts. Shelter provide a monthly bank awareness session DWP - Assistance to close down and reinstate benefit claims Shelter-enable prisoners to address any outstanding financial debts. Shelter - enables prisoners to make contact and arrangements with creditors or dependents where payment schedules are likely to be affected. 	NOMS REGIONAL
Prisoners can access available services which enable them to address their family welfare and family support needs.	<ul style="list-style-type: none"> Domestic Visits are provided in accordance with the Visits MTT model. Resettlement Chaplaincy provide links to external faith support for families groups. Prisoners are signposted to community based services that support prisoners families 	NOMS
Prisoners have equivalence of access to health services in custody as in the	<ul style="list-style-type: none"> On reception, prisoners current health needs assessment is reviewed, prisoners are subsequently signposted and supported in tackling any additionally identified needs 	NOMS CO-COMMISSIONED

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community.	<ul style="list-style-type: none"> Prisoners are provided the contact details for existing community health related services Prisoners have access to Primary and Secondary health services, including mental health services, commissioned through Health including: Doctor-GP service, Dentist, Nursing care, Optician, Physiotherapy We will ensure that prisoners have equivalence of access to health services in custody as in the community. We have In House health services during core hours [M-F] and AM only Sat/Sun. we operate an out of hours service to support this. Health provision is monitored through a number of Key Performance Indicators that we report on to our own commissioners. HMPYOI Thorn Cross aims to improve shared health and criminal justice outcomes for prisoners alignment of local needs assessments, resources and commissioning strategies with the new local commissioners of primary, secondary, mental health and public health including substance misuse services. We aim to produce an overarching Needs Assessment which will focus on all aspects of offender health and wellbeing. The Prison Health Improvement Group [PHIG] will be the vehicle that drives this agenda. We will also work towards the Wellbeing Charter 	
Prisoners can access treatment, services, advice and support around drug and alcohol needs.	<ul style="list-style-type: none"> CRI ensure receptions have an individual health assessment. Essential immediate clinical needs are met. Stabilisation, detoxification and observation are undertaken as appropriate. CRI ensure that ongoing clinical and psychosocial support is provided based upon the needs of the prisoner. The prison is engaged with Warrington DAAT and PHE to ensure that prisoner needs are understood and the commissioning strategy is suitable. Prisoners have access to the contact details for services that can support them with their drug and alcohol needs Any prisoner identified either by the Substance Misuse Service team [CRI –Pathways to Recovery], any Offender Supervisor or any other member of staff within HMP Thorn Cross. We will also ensure any transfers in, who have had a need to attend any of the short courses, will undertake and fulfil 	NOMS CO - COMMISSIONED

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	that requirement upon arrival.	
Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.	Contact details are provided for community based services that support victims of domestic violence, rape or abuse. Thorn Cross also offers a counselling service	
Prisoners who have been sex workers can access services that offer them advice and support.	Contact details are provided for community based services that support sex workers. Thorn Cross also offers a counselling service	LOCAL VOLUNTEERS

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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	331	CRI Recovery Programme Alcohol Anonymous [AA] CRI psychosocial interventions [Foundations of Recovery] Narcotics Anonymous [NA] Smoking Cessation All offenders have access to the Core Offer as described in Table 4a.	Available to all based on need 1 session per week Based on need for service users 1 session per week 1 session per week in Healthcare for 8 prisoners
Sexual Offenders	NA	NA	
Violent offenders	83 Those of which have an OVP(Likelihood of Violent	SYCAMORE TREE Victim awareness sessions Victim awareness booklet Counselling services	20 per course 5 planned for 2014-15

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	<p>Reoffending) scores are as follows:</p> <table><tr><td>Low, 0-29%</td><td>23</td><td>26%</td></tr><tr><td>Medium, 30-59%</td><td>31</td><td>36%</td></tr><tr><td>High, 60-79%</td><td>3</td><td>3%</td></tr></table>	Low, 0-29%	23	26%	Medium, 30-59%	31	36%	High, 60-79%	3	3%	<p>Where OASys has not already been completed, we will prioritise violent offenders for early OASys completion and subsequent reviews, and ensuring OASys is completed for those with no PSR first or shortest time left to serve.</p> <p>We will take OVP into consideration when targeting activities and services for violent offenders.</p> <p>Violence Reduction Sessions have been locally developed with NSPCC and deliver a programme for all prisoners who are involved in violent behaviour within the custodial setting and is linked to need and not dependent on offending risk levels. There are often links between violent behaviour in custody and violent offending, therefore, priority is given to any prisoner with a High or Very High OVP score. However, this programme does focus on custodial behaviour rather than offence. HMIP have already endorsed this work.</p> <p>DV offenders: we assess all offenders with a DV flag on OASys. Probation will use, SARA when required.</p> <p>Where their risk is above 'low' we will assess their suitability for a DV intervention [1-2-1] and consider transferring them to another Prison when they are suitable. 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>				
Low, 0-29%	23	26%													
Medium, 30-59%	31	36%													
High, 60-79%	3	3%													
Indeterminate Sentenced Prisoners (ISPs)	<table><tr><td>OGRS 0-24, Low</td><td>1</td><td>0%</td></tr><tr><td>OGRS 25-49, Medium</td><td>2</td><td>1%</td></tr><tr><td>OGRS 50-74, High</td><td>16</td><td>5%</td></tr><tr><td>OGRS 75-89, Very High</td><td>3</td><td>1%</td></tr></table>	OGRS 0-24, Low	1	0%	OGRS 25-49, Medium	2	1%	OGRS 50-74, High	16	5%	OGRS 75-89, Very High	3	1%	<p>Prisoners who are subject to this type of sentence will be closely managed at each stage of a progressive resettlement programme assessing risk at each stage. They will be prioritised for interventions.</p> <p>It is envisaged that ISP prisoners will have completed most, if not all, sentence plan targets prior to transfer to HMPYOI Thorn Cross. There may be a need for 1-2-1 work and relapse prevention work as they commence Resettlement Day Release and Resettlement Overnight Release which are compliant with guidance dates.</p> <p>Sentence plan and OASYS will be updated within 8 weeks of arrival at thorn Cross</p>	<p>NOMS</p> <p>Averaging 30-40 DEC 2013</p>
OGRS 0-24, Low	1	0%													
OGRS 25-49, Medium	2	1%													
OGRS 50-74, High	16	5%													
OGRS 75-89, Very High	3	1%													
Low likelihood of any reconviction OGRS 0-24%	<table><tr><td>Violent</td><td>15</td><td>5%</td></tr><tr><td>Robbery</td><td>3</td><td>1%</td></tr><tr><td>Acquisitive</td><td>7</td><td>2%</td></tr></table>	Violent	15	5%	Robbery	3	1%	Acquisitive	7	2%	<p>Low intensity case management for offenders in this OGRS band except for violent offenders with OVP of 30%+ 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. Offender Supervisors will</p>	NOMS all prisoners			
Violent	15	5%													
Robbery	3	1%													
Acquisitive	7	2%													

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	<table><tr><td>Drugs</td><td>41</td><td>14%</td></tr><tr><td>Motoring</td><td>2</td><td>1%</td></tr><tr><td>Other</td><td>2</td><td>1%</td></tr><tr><td>Total</td><td>70</td><td>24%</td></tr></table>	Drugs	41	14%	Motoring	2	1%	Other	2	1%	Total	70	24%	<p>make use of their time on unit supervision duty to "catch-up" with some of their caseload. We will put in place an approach based on 'Every Contact Matters' to ensure that all staff who have contact with offenders understand their role in contributing to rehabilitation, and feed back on any relevant contact to the OMU and Offender Supervisors.</p> <p>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 .• 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 and indeterminate sentence prisoners).</p>	<p>NOMS all prisoners</p> <p>NOMS all prisoners</p>									
Drugs	41	14%																						
Motoring	2	1%																						
Other	2	1%																						
Total	70	24%																						
Medium likelihood of any reconviction OGRS 25-49%	<table><tr><td>Violent</td><td>26</td><td>9%</td></tr><tr><td>Robbery</td><td>20</td><td>7%</td></tr><tr><td>Acquisitive</td><td>13</td><td>4%</td></tr><tr><td>Drugs</td><td>27</td><td>9%</td></tr><tr><td>Motoring</td><td>8</td><td>3%</td></tr><tr><td>Other</td><td>3</td><td>1%</td></tr><tr><td>Total</td><td>97</td><td>33%</td></tr></table>	Violent	26	9%	Robbery	20	7%	Acquisitive	13	4%	Drugs	27	9%	Motoring	8	3%	Other	3	1%	Total	97	33%	<p>For offenders in this segment the establishment will promote and develop access to all services listed above but will be given priority to all of the services over those offenders with OGRS less than 25.</p> <p>RJ conferencing is targeted at the 25-49 OGRS group.</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%+ or indeterminate sentenced prisoners.</p>	
Violent	26	9%																						
Robbery	20	7%																						
Acquisitive	13	4%																						
Drugs	27	9%																						
Motoring	8	3%																						
Other	3	1%																						
Total	97	33%																						
High likelihood of any reconviction OGRS 50- 74%	<table><tr><td>Violent</td><td>36</td><td>12%</td></tr><tr><td>Robbery</td><td>18</td><td>6%</td></tr><tr><td>Acquisitive</td><td>19</td><td>6%</td></tr><tr><td>Drugs</td><td>22</td><td>7%</td></tr><tr><td>Other</td><td>4</td><td>1%</td></tr></table>	Violent	36	12%	Robbery	18	6%	Acquisitive	19	6%	Drugs	22	7%	Other	4	1%	<p>For offenders in this segment the establishment will promote and develop access to all services listed above [OGRS 0-24% and 24-49%] but will be given priority to all of the services over those offenders with OGRS less than 50.</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%+ and all indeterminate sentenced offenders for this level</p>							
Violent	36	12%																						
Robbery	18	6%																						
Acquisitive	19	6%																						
Drugs	22	7%																						
Other	4	1%																						

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		Total	99	34%	of service. 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 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.	NOMS CO-COMMISSIONED
					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. 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.	
					Accommodation <ul style="list-style-type: none"> • Shelter – Good casework in place • Stonham Housing - providing support to HDC RELEASEES in finding accommodation Employment <ul style="list-style-type: none"> • OLASS provision of employability skills including CV writing and interview techniques • WORKOUTS /CSV – mentoring support to gain employment Families <ul style="list-style-type: none"> • ROTL/ Family days/child centred visits – (all offence types) to develop and maintain family contact. Specifically targeted for Restorative Justice Interventions including conferencing where this is appropriate.	NOMS and voluntary contributions from community
					Access to any programme where this is appropriate (either using other prisons or the community) – clear advice on most recent evidence regarding programmes to be provided to Offender Supervisors as part of a package of developments in the area of OM across Cheshire.	Noms Co-Commissioned

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		<ul style="list-style-type: none">Priority for substance misuse service to these prisoners based on need. – [Crime Reduction Initiatives – Pathways to recovery] will specifically address the needs across the population in terms of a Recovery Model which also addresses misuse of legal highs and cannabis. The work will include assessment, casework and signposting into all other reducing reoffending pathways as required. Discharge plans and community referrals will be raised based on need.																			
Very high likelihood of any reconviction OGRS 75-89%	<table><tr><td>Violent</td><td>10</td><td>3%</td></tr><tr><td>Robbery</td><td>1</td><td>0%</td></tr><tr><td>Acquisitive</td><td>11</td><td>4%</td></tr><tr><td>Drugs</td><td>4</td><td>1%</td></tr><tr><td>Motoring</td><td>1</td><td>0%</td></tr><tr><td>Total</td><td>27</td><td>9%</td></tr></table>	Violent	10	3%	Robbery	1	0%	Acquisitive	11	4%	Drugs	4	1%	Motoring	1	0%	Total	27	9%	<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% and indeterminate sentenced offenders approaching tariff.</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),</p> <p>Acquisitive offenders: The prison is engaged with CRI/PHE in order to ensure that prisoner needs around drug misuse are understood and the right services are available at HMP Thorn Cross. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment.</p> <p>Short sentence prisoners: those that are nearing the end of their sentence, will be prioritised to access rehabilitative services to support their resettlement needs.</p> <p>TSP: Non-acquisitive offenders in this OGRS band are offered assessment for and a place on TSP in the community when appropriate.</p> <p>Additional Accommodation, Employment and Families services (as listed in OGRS band 50-74% box).</p>	
Violent	10	3%																			
Robbery	1	0%																			
Acquisitive	11	4%																			
Drugs	4	1%																			
Motoring	1	0%																			
Total	27	9%																			
Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	<table><tr><td>Other</td><td>1</td><td>0%</td></tr></table>	Other	1	0%	<ul style="list-style-type: none">•Specific advice will be provided to Offender Supervisors regarding the use of cognitive skills programmes with this population.•An immediate case conference will be held for any prisoner arriving at Thorn Cross in this category to ensure sentence plan targets are prioritised. Monitored via VISOR/MAPPA as required <p>Over 12m - Highest Intensity case management – as medium intensity but with frequent / longer supervision sessions (but with a clear purpose linked to the aims of the sentence), including commissioning specialist one to one interventions as required. Where resources allow, we will particularly prioritise the highest OGRS, OVP and indeterminate sentenced offenders approaching a key stage in their</p>	NOMS															
Other	1	0%																			

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		<p>sentence. As part of our case management approach for this risk group, offenders are referred to IOM services in the community for post release supervision and support.</p> <p>Short sentence prisoners: those that are nearing the end of their sentence, will be prioritised for IOM and to access rehabilitative services that support safe resettlement.</p> <ul style="list-style-type: none">•Additional Accommodation, Employment and Families services (as listed in OGRS band 50-74% box).	
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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)
<p>CI 2G In England - Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to 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>Continue to develop and sustain GOOP project. [Greener on outside of Prisons]. Big Lottery funded through UCLAN – Project for raising and improving health and wellbeing for prisoners and staff through horticultural projects. The success of this programme will be measured by monitoring the number of prisoners completing the project and gaining employment placements whilst in custody and on release.</p> <p>Aims of programme: Enhance</p> <ul style="list-style-type: none"> • Emotional and physical well being • Provide opportunity to gain work experience to improve employability. • Family links [Family days] <p>Further develop our relationships with:</p> <ul style="list-style-type: none"> • The Manchester College • ACHIEVE NORTH WEST • Change for Life • Warrington Wolves • Explore possible links with local employers • Explore potential for setting up as Social Enterprise with CRI by 30th June 2014 <p>HORR will lead on this work supported by HOCs</p>	Yes
<p>CI 2G In England - Align services with Offender Learning and Skills Service (OLASS 4)</p>	<p>Continue to develop work opportunities for offenders whilst in custody both inside and outside of the prison. This will enable us to offer more skill based work for offenders and increase their employability. Increasing work available within the prison will compensate for the reduction in OLASS 4 funding.</p> <ul style="list-style-type: none"> • Increased number of offenders in work places in the community from 50 -80 [including CSV.] DEC 31st 	Yes

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<p>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>2014</p> <ul style="list-style-type: none"> • Increased work places within the prison by June 30th 2014 • Increased income generation through prisoner work places. JUNE 30th 2014 • Head of Corporate Services and Head of Reducing Reoffending are leading on this work 	
<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>	<p>We will maximize investment of all partners and providers delivering services for offenders at HMP Thorn Cross and maximize 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 within 9 months which describes how we will deliver:</p> <ul style="list-style-type: none"> • A clear shared strategic vision for how services align to maximize 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 	

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	<ul style="list-style-type: none"> An agreement on how to safely use and share data and information <p>Progress will be monitored against the plan at monthly SMT meetings and at a Bilats with the DDC.</p> <p>Head of Reducing reoffending by 30th Sept 2014</p>	
<p>2A</p> <p>There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.</p>	<p>Further develop partnership working across the Cheshire Prisons and Cheshire Probation/CRCs to improve the effectiveness of offender management services.</p> <ul style="list-style-type: none"> Clearly defined offender management model for offenders in custody in Cheshire. JUNE 30th 2014 Clearly defined offender journey for offender from Risley to Thorn Cross . Delivery of a bespoke training package [SEEDS] for Offender Supervisors June 30th 2014 Work with TTG to enhance current Pathway service provision JUNE 30th 2014 <p>Head of Offender Management leading on this. HOCs will lead on TTG development.</p>	Yes
<p>2A</p> <p>There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.</p>	<p>We will implement the TRP changes particularly maintaining the engagement of staff in rehabilitative work and their commitment to supporting desistance.</p> <p>We will work effectively in partnership with new providers, to ensure a rehabilitative culture is maintained and that the range of desistance factors are addressed promoting every contact matters</p> <p>We will select a suitable training package to deliver to all staff to drive this improvement on our current positive staff/prisoner relations.</p> <p>Deputy Governor will lead on this work complete by March 31st 2015</p>	Yes
<p>Delivery priority national or specialist services [6c]</p>	<p>To ensure the efficient use of prison places through development and implementation of a local bail strategy and use of HDC HMPYOI Thorn Cross will:</p> <ul style="list-style-type: none"> - monitor BASS Referral and Placement trends and will investigate when these are outside the expected range for the prison HDC releases. Quarterly Head of Reducing reoffending - agree improvement objectives with the DDC where outcomes are substantially below the expected or historic level for the institution. Quarterly - at PAM [Performance Assurance Meeting] Head of Reducing reoffending commencing June 2014 	Yes
<p>3A</p> <p>Target resources on</p>		No

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<p>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>By November 2014 the prison will review <u>the type</u> of strategies it employs, and the services and interventions it offers to ensure that the approaches being used are ones which are effective with the type of offenders that receive them, and that <u>the factors</u> being targeted for change are related to desistance, reduced reoffending and public protection, or a reduction in harmful institutional behaviour. We will draw on local data and evidence, including that provided within the NOMS Evidence and Segmentation Companion Document when completing these reviews and have in place a strategy for developing its use of evidence to inform practice to maximise outcomes.</p> <p>We do not run accredited programmes at Thorn Cross. However, a Needs Analysis from OASys data was completed in 2013 and will be repeated in 2014. Following this we will target our resources based on need [See 4 a]</p> <p>Head of Corporate Services and Head of Reducing Reoffending</p>	
<p>3B Have robust quality assurance processes in place to ensure offender services are (i) delivered as they are intended (i.e. with integrity and as planned and designed) and (ii) that they are effective.</p>	<p>By November 2014 the prison will develop and implement effective quality assurance processes which indicate whether the services, activity and interventions it provides are of an acceptable standard of quality and are having the impact they are intended to deliver. Information from these processes will be regularly reviewed by the senior management team and specific members of staff will be given responsibility for the QA processes and following through on actions identified in the reviews.</p> <p>Head of Reducing Reoffending– 30th November 2014</p>	No
<p>2D In England - Work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are</p>	<ul style="list-style-type: none"> ▪ Quarter 3/4: The Prison/LA action plan is implemented to prepare for April 2015. We will have suitably robust arrangements in place with the LA to ensure that social care needs assessment can be routinely undertaken and that social care services, equivalent to those in the community, can be accessed by prisoners who are eligible for such services. <p>Head of Healthcare by March 31st 2015</p>	No

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supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves.		
6E Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.	<ul style="list-style-type: none">▪ HMP YOI Thorn Cross will develop a strategy for extending use of video conference facilities by 30TH September consistent with the NOMS Video Action Plan, ensuring that use is consistent with type of establishment and makes maximum usage of existing/planned facilities. [Head of Offender Management] will be the establishment lead for the NOMS video action plan and will establish and maintain relationships with the relevant stakeholders.	

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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	

OFFICIAL

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)	Yes	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. HSE only	No
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.	No
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.	No
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.	No
Mandatory Drug Testing	Prisoners may be subject to Reception testing.	No
Prisoner Employment, Training & Skills	Prisoners have the opportunity to gain industry recognised and accredited qualifications through employment, training and skills according to risk and need.	Yes
Prisoner Employment, Training & Skills	Qualifications gained are aligned with market needs and within the Qualifications and Credit Framework	Yes
Deliver Accredited Programmes	Competent staff are contributed to the national training provision as agreed by the commissioner. Output wording subject to revision	No

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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)	[2.25...] hours daily	Open regime
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 –Land based activities	Industries–Land based activities	20	2	29	0	0	£6500	0	0	£3500
Industries–Other Workshop	MaxSpielman Industries -printing	14	1	32	0	0	£22840	0	0	0
Total		34	3	61	0	0	£29340	0	0	£3500

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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			
	Service Description	Maximum number of prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
HU1 Wing Activities	Unit painters	10	29.5
HU2 Wing Activities	Unit Laundry	10	29.5
HU3 Wing Activities	Misc Orderlies	9	29.5
HU4 Wing Activities			
HU5 Wing Activities			
HU6 Wing Activities			
Kitchen	Kitchen & Conference	14	29.5
Orderly Cleaners	Library	2	29.5
Recycling Activity		8	29.5
Weekend Activity			
Works Department			
Wing Cleaning		21	29.5
Other Occupations	Stores/Prison Drivers	9	29.5
Sub total		83	

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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	English & Maths	8	29.5
Core Education Classes			
Education Induction Assessment	Induction	10	6
Education leading to accreditation		105	318
	ITQ	10	29.5
	Art	10	29.5
	Business	10	17.5
	Employability	10	17.5
	Bricklaying	10	29.5
	Plastering	10	29.5
	P&D	8	29.5
	Motor Mechanics	10	29.5
	Industrial Cleaning	12	29.5
	Railway Engineering	8	17.5
	Catering - basic	7	29.5
	Catering - advanced		
PE Leading to QCA Qualifications	Focus 1&2	20 [10 ON EACH COURSE] FOCUS 1&2 ARE FULLTIME but are not ran simultaneously. The 3 courses	

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	First aid at work Healthy living Diet & Nutrition	below are PT and ran on ad hoc basis	
Skills training leading to Accreditation			
ROTL	WORKOUTS/CSV	80	29.5
Prison Induction Courses/Interviews			
Other			
Sub total		328	
Table 8 Total		445	

Section 3: Regime Outline

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

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

Out of cell session time summary by day

Day	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
Mon	8h 32m	0h 12m	2h 31m	1h 48m	0h 57m	14h 01m
Tue	8h 35m	0h 12m	2h 31m	1h 48m	0h 57m	14h 05m
Wed	8h 35m	0h 12m	2h 31m	1h 48m	0h 57m	14h 05m
Thu	8h 32m	0h 12m	2h 31m	1h 48m	0h 57m	14h 01m
Fri	5h 53m	0h 12m	5h 37m	1h 52m	0h 49m	14h 24m
Sat	8h 48m	0h 00m	3h 38m	1h 01m	0h 05m	13h 33m
Sun	8h 48m	0h 00m	3h 38m	1h 01m	0h 05m	13h 33m

5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	8h 01m	0h 12m	3h 08m	1h 49m	0h 56m	14h 07m

7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	8h 15m	0h 08m	3h 17m	1h 35m	0h 41m	13h 58m

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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
		30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	
CU006	CAT A Escapes													0	0	0	0	0	0
CU007	Escapes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CU016	Mandatory Drug Testing (MDT)	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	7.00 %	
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 BME Score	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50
	Security Audit - & Assurance (A&CA)	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.56
CU056a	Corporate Assurance (A&CA)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU057a	Self Harm Audit (A&CA)	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.40
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU067	HMIP Resettlement	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.95
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00

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CU075	HMIP Respect	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.79
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU077	HMIP Safety	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.92
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU078	HMIP Purposeful Activity	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	2.58
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU076	MQPL Safety	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.86
		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
CU079	MQPL Decency	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.83
		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
CU088	Violence Management																		

Offender Management

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

Interventions

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

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(OBP)
Completions

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	13.00 %	13.00 %	13.00 %	13.00 %	13.00 %	13.00 %	13.00 %	13.00 %	13.00 %	13.00 %	13.00 %	13.00 %	13.00 %	13.00 %	13.00 %	13.00 %	13.00 %	
CU015	Employment on Discharge	39.00 %	39.00 %	39.00 %	39.00 %	39.00 %	39.00 %	39.00 %	39.00 %	39.00 %	39.00 %	39.00 %	39.00 %	39.00 %	39.00 %	39.00 %	39.00 %	39.00 %	
CU095a	Hours Worked In Industry																		

General

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CR003	Staff Sickness Absence																		
CU036	Correspondence Response Times	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	94.44 %
CU063	Water Consumption																		
CU094	Energy 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

Report ID: 869b618b-9b810038-10b0ecbb-56e114dd, Run date: 24/03/2014 11:38:23