



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

HMP Haverigg

Local Establishment Annex 2014-15

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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 Alan Scott, Deputy Director of Custody and signed by both parties confirming the agreement.

Section 1: Service Overview

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

1. Establishment Details

Table 1: Establishment Details	
Establishment name	HMP Haverigg
Establishment type	Trainer resettlement
Specialist function	
Security Category / Categories:	Category C or lower
Annual Operating Price	11,249,589

2. Establishment Population

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

Table 2a: Capacity Specification	
Certified Normal Accommodation	622
Operational Capacity	644

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

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Table 2b: Population Allocation Specification

Gender:	Male prisoners only
Age:	Adults (21 and over) and starred up Young Adults (18-21) (subject to agreement with DDC)
Security Category:	Category C or lower
Sentence Status:	Sentenced prisoners
Sentence Length / Type:	No restrictions 35% resettlement
Offence Type:	Sex Offenders by arrangement
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

HMP Haverigg is a Category C training prison holding male prisoners aged 21 and over. The population is mainly comprised of longer sentenced determinate prisoners. This establishment mostly holds prisoners sentenced at courts in the North West and the North East regions and receives most of its prisoners from local prisons, particularly Preston and Durham. This establishment is a UKBA Spoke.

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	200	9	N/A	N/A	209
Determinate prisoners serving more than 4 years	N/A	N/A	210	0	N/A	N/A	210
Indeterminate prisoners	N/A	N/A	N/A	N/A	N/A	N/A	0
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	190	35	N/A	N/A	225
Discretionary	N/A	N/A	N/A	N/A	N/A	N/A	0
Total	0	0	600	44	0	0	644
Resettlement	Yes	Reset %	35%	Reset No.		225	
Specialist Function							

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SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions	
CI Title & No.	Response to Commissioning Intention
THEME 1 – ENHANCE PUBLIC PROTECTION AND ENSURE A SAFE, DECENT ENVIRONMENT AND REHABILITATIVE CULTURE.	
<p>1(a) There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.</p>	<ul style="list-style-type: none"> • We will continue to have a sequenced approach to activities which supports prisoner progression and rehabilitation. This is delivered by industries, education and partner agencies and is enriched through the delivery of the Kainos programme (targeted to individual prisoner need). We aim to improve the employability skills of prisoners to prepare them for release whilst addressing attitudes and pro-social behaviour. HMIP quote “HMP Haverigg has a good focus on education and vocational training, the Library is a good facility with prisoners benefitting from good access, PE provision is very good”. Ofsted noted “good library provision offers a wide range of activities to attract prisoners and is promoted enthusiastically by library staff and the four orderlies”. • We will continue to deliver accredited coaching for prisoners, enabling them to practice higher level skills in their prison orderly job roles. An example of this was quoted by Ofsted “qualified peer mentors worked well with education staff and provided prisoners with individual support for learning”. • We will promote rehabilitation through the delivery of a range of resettlement and training services: <ul style="list-style-type: none"> ○ Shelter (delivering finance and debt), ○ NW Achieve (delivering employment and training services) including weekly Job Club and ○ National Careers Service (delivering careers information and advice), linked to identified need and effective in terms of securing relevant outcomes for prisoners on release. These services are delivered at key points in the sentence and include every induction, interim reviews as required and every prisoner prior to release. <p>We will ensure the necessary infrastructure and support is in place to enhance delivery of Resettlement Through the Gate and support the transition of Haverigg becoming a Category C resettlement prison. As part of this change programme, we are reviewing the location of Resettlement activities to ensure it remains fit for purpose in the future environment.</p> <ul style="list-style-type: none"> • We will promote a safe, decent and secure environment by delivery of an effective Safer Custody strategy. The

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	<p>Safer Custody policy has been updated and published, monthly meetings held with multidisciplinary attendance. Custodial Manager attends the Regional meetings and good links are embedded with the local Samaritans, who attend the prison at least monthly. Recently ten new Listeners have been recruited. A separate Violence Reduction Policy is in the process of being written. HMIP quote "incidents of safe harm were low but arrangements to support prisoners in crisis were good". HMIP recently recommended a review of the regime in the Care and Separation Unit to improve the environment and this is a priority as we move forward.</p> <ul style="list-style-type: none"> • We will strengthen the use of IEP in promoting prisoner engagement in all aspects of the regime, including employment, learning and skills. • We will continue to promote a safe and decent environment and rehabilitative culture. HMIP quote "relationships between violence reduction and the security department have strengthened". • We will promote prisoner engagement and progression through sentence by implementing quality assured sentence plans, thereby ensuring interventions are clearly linked to identified need. Ofsted noted "Managers make good, well informed curriculum choices to extend the range of activities, to focus on skills useful for prisoners, in progression to employment and/or further training on release". • We will continue to develop a rehabilitative culture by the provision of effective sentence planning arrangements, with particular emphasis on the correct sequencing of support; motivational interviewing to promote engagement; and progression opportunities throughout sentence. HMIP noted however, that, "sentence planning support for prisoners was lacking as was contact with Offender Supervisors". As such this an ongoing priority for development as we continue to manage the change necessitated by Fair & Sustainable.
<p>1(b) All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.</p>	<p>We will promote the need for all staff (both partner and directly employed staff) to practice behaviours and attitudes that support rehabilitation and desistance from offending in the following ways:-</p> <ul style="list-style-type: none"> • We promote Haverigg's Principles, Priorities and Ways of Working to further endorse the behavioural and values expected from all staff. We endeavour to embed these principles in all our working and explicitly promote this through our communications (in particular via full staff briefings, team briefings and bilateral meetings). Staff are expected to demonstrate the standards agreed and will be held accountable through annual staff appraisals and through developing a culture where staff are encouraged and supported in challenging and reporting unsatisfactory behaviour. We have also shared these standards with our partners who have agreed to support these priorities with their own staff. Included within these principles is "Every Contact Matters" and as we continually seek to improve staff/prisoner relationships, decency, motivation of prisoners. • We will continue to strengthen a culture of decency by ensuring swift and courteous responses to prisoner complaints and by the continuation of the monthly analysis of prisoner complaints, designed to identify and quickly address any common themes. Similarly, we will respond swiftly to prisoner applications and requests, however, we also value greatly the informal feedback we get from prisoners which is facilitated by the good staff/prisoner relationships. • We will promote formal prisoner recognition through effective use of the IEP system and associated access to an enhanced regime. • We will continue to consult with prisoners on their issues of concern and act upon them swiftly through the Prisoner

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	<p>Council. Initiatives are taken forward at this meeting. An example of this is the food bank which was requested by prisoners and has been set up via the Chaplaincy for prisoners to donate items to those that are less fortunate than themselves. We believe this is a good example of a prisoner initiated reparation project.</p>
<p>1(c) Efforts are made to ensure offenders experience the environment as safe.</p>	<ul style="list-style-type: none"> • TAB / IEP Procedures ; Haverigg operates a robust TAB/IEP scheme as part of its management of prisoners demonstrating anti social behaviour – in particular prisoners involved in fights, assaults, threats etc can lead to prisoners immediately placed on Basic level of the IEP. Anti Social behaviour is also addressed by prisoners being subject to TAB Suspect and Support Documents and procedures. As such the TAB/IEP scheme contributes to the safe, decent and secure environment and is designed not purely as a punitive measure but as a means of support in promoting a safe environment. • Safer Custody Meetings ; Prisoners attend both meetings and both place a big emphasis on safety in agenda, reports and minutes. All aspects of safety are discussed openly. Meetings are multi disciplinary and help to inform the prisons SMT with an indication as to how safe the prison is or perceived to be. • Safer Custody Reports ; Haverigg's Safer Custody Dept produces monthly reports that outline and monitor all indicators, risks, trends etc of every aspect that measures overall safety throughout the prison. These include information on the number and trends of assaults, fights, injuries, IEP, adjudications etc and any "spike" or trend is investigated and reported on with actions to help further improve Haverigg's safe, decent and secure environment.
<p>1(d) 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>HMP Haverigg will fulfil a commitment to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that Local Security and Public Protection Strategies will be kept up to date in line with current policy. HMIP quote "there is evidence of good information sharing between departments". HMP Haverigg has excellent links with the local constabulary.</p>
<p>1(e) Intelligence is gathered, developed and shared in a safe and timely manner.</p>	<p>As 1(d)</p>
<p>1(f) The availability of drugs and mobile phones in prisons is tackled</p>	<p>As 1(d)</p>
<p>1(g) Prisoners are prevented from continuing criminality from within prisons</p>	<p>As 1(d)</p>
<p style="text-align: center;">THEME 2 – STRENGTHEN INTEGRATION OF SERVICE DELIVERY BETWEEN DIRECTLY FUNDED, CO-COMMISSIONED PROVIDERS AND WIDER PARTNERS</p>	

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<p>2(a) 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>Ofsted noted “that strategic and operational management is good, as is partnership working between the prison, it’s OLASSS partner the Manchester College, the National Careers Service provided by TCV, support agencies and other local training providers”. Despite these strengths, we will continue to maximise investment of all partners and providers delivering services for offenders at HMP Haverigg and maximise their outcomes by ensuring they experience a seamless and joined up service. By September 2014 we will review who we work with and how we work with them and ensure that all contracts and service level agreements demonstrate how each service fits within the overall strategic context of the establishment. This review will include all statutory and non statutory, existing and new partners and providers (including by anticipating any changes as a result of Through the Gate). We will develop a plan which describes how, within the SLA period we will deliver the changes, giving particular attention to the integration of the new CRC’s:</p> <ul style="list-style-type: none"> • A clear shared strategic vision for how services align to maximise outcomes and create an integrated, seamless offender management service (including a shared understanding of outcomes and priorities) • A clear agreed plan of how services sequence and compliment each other, providing continuity of services to offenders both within and across prisons (facilitating the needs of all providers and contractual partners to allow them to effectively deliver) • Leadership which actively enables and integrates services, where partnership working arrangements improve performance and aid resolution of issues • An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others • An agreement on how to safely use and share data and information <p>Progress will be monitored against the plan at monthly SMT meetings and at a Regional level with the DDC.</p>
<p>2(b) Facilitate the ongoing operation of mandating day one entry of prison leavers onto the DWP Work Programme and any future changes through the introduction of Universal Credit.</p>	<p>We will continue to facilitate the operation of “day one mandation” by the provision of appropriate accommodation including broadband and telephony.</p>
<p>2(c) In England - work together with NHS England and Public Health England in line with the National Partnership and Co-commissioning Agreement to ensure that NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody</p>	<p>HMP Haverigg is working closely with providers of healthcare and substance misuse services, healthcare being represented on the establishments SMT. The Governor attends the Strategic Health Meeting. This governance provides a mechanism to identify and address delivery and strategic issues such as planning around continuity of care and forthcoming impacts of changes to the estate from the Transforming Rehabilitation Programme, this is measured at the Clinical Governance meeting. Substance Misuse governance arrangements are managed through the Drug Strategy meeting which is chaired by the Deputy Governor. Any issues of concern which cannot be resolved locally are escalated to the Governor and NHS England Health Commissioner. We are developing a Local</p>

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<p>support both health and justice outcomes and:</p> <ul style="list-style-type: none"> • Are informed by an up to date Health Needs Assessment taking account of the reconfiguration of the custodial estate including the creation of Resettlement Prisons; • Support sustainable recovery from addiction to drugs and alcohol and improved mental health including dual diagnosis; • Promote continuity of care from community to custody, between establishments and through the prison gate in partnership with new providers of probation services; • Are implemented alongside efforts to reduce the supply of drugs and alcohol into prisons and the diversion of prescribed medication. 	<p>Delivery Agreement in line with the National Partnership Agreement between NOMS, NHS England and Public Health England. Our shared priorities from April 2014 include working closely with health to provide a new Health Care building which will support integrated working between Health Care and substance misuse. In addition we will continue to prioritise a reduction in the dispensing of methadone in support of the recovery agenda.</p> <p>In recognition of a HMIP recommendation, an area for development is to enhance the psycho/social provision to support prisoners with substance misuse issues, including the development of a peer support scheme and enhanced service user involvement.</p> <p>As part of Transforming Rehabilitation and our designation as a resettlement prison, we will continue to review the health needs of our prisoners in light of population changes.</p>
<p>2(d) In England - Work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves.</p>	<p>A full Health care screening will be carried out on all new receptions to HMP Haverigg. Individual needs will be assessed and where appropriate support measures implemented for those with care needs. Those offenders whose condition/needs are not compatible with the physical geography of Haverigg will be relocated to a more suitable establishment as soon as possible, and with a care plan in place in the interim.</p> <p>16% of Haverigg's prisoners reported a learning difficulty/disability and the only group who previously underachieved in comparison to others were those with emotional and behavioural difficulties. This was identified as an area of improvement and with additional support, this group now performs comparably with all others.</p> <p>Prisoners with health care needs (including substance misuse) are released with a care plan which is agreed with the prison, the prisoner and support services in the locality to which the prisoner is to be released.</p>
<p>2(e) In England - Work with local authorities to promote inclusion of, and maximise benefits to, offenders' families.</p>	<p>We will work with local authorities and other key stakeholders to promote the inclusion of offenders' families and thus maximise benefits to offenders and their families by the following:-</p> <ul style="list-style-type: none"> • The designation of a lead senior manager to the Children & Families Pathway, namely Head of OMU. • Identifying and responding to needs arising from the different population groups, e.g. BME prisoners, sex offenders, IPPs, older prisoners through the Reducing Reoffending Needs Analysis and Children and Families

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	<p>pathway plan.</p> <ul style="list-style-type: none"> • The continued designation of an OMU children and families pathway lead with responsibility for partnership working with the Visitors Centre provider (Children & Visitor's Support Group). • The delivery of Family Days. • The provision of a separate facility adjacent to the Visitors Centre for family engagement work to be undertaken by Children & Visitor's Support Group • Provision for partners/family members to attend end of course reviews in respect of prisoners who have completed offending behaviour programmes.
<p>2(f) In England - Continue to improve access to a pathway of new and existing services for offenders with severe personality disorders. Services are primarily targeted at men who present a high risk of serious harm to others and women who present a high 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>	N/A
<p>2(g) In England - Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to make prisons places of work and strengthen the focus on employability. Enhance access to mainstream learning and employment services for offenders on return to the community.</p>	<p>The Head of Reducing Re-offending facilitates weekly prison based multi-disciplinary partnership meetings to discuss all aspects of reducing reoffending, including learning and skills delivery and performance. A quarterly Quality Improvement Group closely monitors the performance of all aspects of learning and skills and this is supported by regular formal and informal meetings with the provider Education Manager. The Head of Reducing Reoffending reports to the Cluster HOLS at Regional meetings facilitated by the lead Governor. 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 on-going, 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 colleges in resettlement and we regularly refer prisoners to them. Prisoners who are reaching the end of their custodial sentence (1 year–18 months) are undertaking vocational training and preparation for employment. They are supported by the National Careers Service in career planning. Ofsted noted that “multi-agency working is good and provides a variety of opportunities for preparation for release”.</p> <p>Ofsted commented that “punctuality at sessions is generally good”. However we acknowledge that attendance at</p>

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	<p>activities needs to improve and actions are already in place to address this.</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 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>
2(h) In England - Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.	<p>We will strengthen partnership working to ensure that offenders have support for and access to employment opportunities by:-</p> <ul style="list-style-type: none"> • Continuing to provide "working out" opportunities for prisoners released on temporary licence • Preparing offenders for employment by facilitating access to NCS and North West Achieve services <p>Ofsted noted "a good focus on business enterprise has been developed in an increasing number of activities. This has increased involvement with local communities and employers".</p>
THEME 3 – DELIVER AN EFFICIENT, QUALITY SERVICE	
3(a) Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.	<p>We will deliver efficient, quality assured and well targeted interventions by:-</p> <ul style="list-style-type: none"> • Compliance with NOMS Commissioning Intentions Policy 2014/15 • Delivery of Kainos accredited interventions, linked to segmentation data • Continued support for the delivery of "Pathways to Recovery" and IDTS (clinical and psycho-social interventions) for substance misusers working with Unity. <p>HMIP commented that "the reducing reoffending strategy was comprehensive and detailed with clearly defined objectives for all pathways. Good links had also been developed with appropriate community partners". We employ a comprehensive business model to review ongoing needs and agree future priorities and actions and this will continue through the next reporting year. This business model integrates both reducing reoffending and offender management and as such focuses well on reducing reoffending and public protection. The needs analysis includes analysis of segmentation data, our criminogenic needs analysis which utilises OASys information, literacy and numeracy scores and labour market information.</p>
3(b) Have robust quality assurance processes in place to ensure offender	<p>We already employ a comprehensive quality assurance model to all aspects of reducing reoffending. This has delivered continuous improvement in each of the last five years with regard to reducing reoffending. In addition, we</p>

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<p>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>have also seen year on year improvement in recruitment, retention and achievement in OLASS provision. The quality assurance model includes an annual cycle of review, planning and delivery with regular critical self analysis of ongoing performance.</p> <p>We continue to ensure quality of service delivered to offenders ensures that they are delivered with integrity and are effective. Examples of how this is delivered are:-</p> <ul style="list-style-type: none"> • For learning and skills provision (OLASS 4), we will drive quality strategically through a quarterly Quality Improvement Group (QIG) comprised of the OLASS 4 provider and other key stakeholders. • Ensure quality of learning and skills provision per se by such quality assurance systems as observations of teaching and learning (OTL), self assessment reporting, peer observations ("Teaching Triangles"), inter-prison visits to share best practice and implementation of actions arising from MQPL, Student Perceptions of Courses (SPOC) and the Learner Voice survey. • For non-OLASS provision, we will ensure delivery of NVQ Level 2 qualifications relevant to labour market requirements, with delivery quality assured by the Head of Reducing Reoffending via sample checks of learner records/portfolios of work. We will also ensure quality improvement within workshops via the self assessment report process and learner feedback. • In relation to drug services delivery, quality assurance and integrity will be ensured by compliance with Care Quality Commission and HMIP quality standards. • We will ensure quality of delivery through formal contract review meetings and relevant reducing reoffending pathway plan meetings by continuous review of measures such as customer feedback, timeliness of response to applications and referrals where appropriate to other departments/supportive services.
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THEME 4 – ENSURE DELIVERY IS MATCHED TO POPULATION, PURPOSE AND NOMS OUTCOMES

4(a) Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they deliver the greatest outcomes for investment.	A full needs analysis is conducted with a clear remit to understand the needs of all prisoners. This information is used to inform the prisons development plans with regard to refreshing the regime offer. We also employ an integrated sentence plan/individual learning plan model which fully integrates the needs of offender management and reducing reoffending. This ensures prisoners are engaged in activities which are appropriate to their offending needs and that these activities are sequenced in order to best support prisoner progression in readiness for release.		
	Segmentation data demonstrates the key segments of the population (in terms of level of risk using OGRS) are the high and very high risk groups:		
	OGRS 0-24, Low	86	14%
	OGRS 25-49, Medium	122	20%

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	OGRS 50-74, High	264	43%				
	OGRS 75-89, Very High	129	21%				
	OGRS 90-100, Prolific	12	2%				
	Key offence types are 'Violent' and 'Drugs'.						
	Sexual	2	0%				
	Violent	200	33%				
	Robbery	88	14%				
	Acquisitive	120	20%				
	Drugs	165	27%				
	Motoring	16	3%				
	Other	22	4%				
	Total	613	100%				
The majority of offenders at Haverigg are serving sentences of 1-4 years or 4 years and over.							
< 12 months	29	5%					
1-4 years	230	38%					
4 years+ Determinate	268	44%					
Indeterminate	48	8%					
Recall	38	6%					
The time offenders have left to serve at Haverigg is more evenly spread with the majority serving less than six months, and others having 6 months to 2 years to serve.							
< 6 Months		6 Months - 1 Year		1 Year - 2 Years		2 Years to 5 Years	
204		124		120		78	
39%		24%		23%		15%	
Allocation to all activities is informed by risk assessment and public protection. This includes information from OMU,							

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	<p>Security and Health Care to ensure all allocations are appropriate to the needs and interests of prisoners. All offender can access the 'Core Offer' as described in Table 4a, with some targeted services available to offenders as described in Table 4b.</p> <p>All partners are involved in the needs analysis and action planning, including those in the non-statutory and voluntary sectors.</p> <ul style="list-style-type: none"> • Low intensity case management is the core level of service, and will enable the following to take place: <ul style="list-style-type: none"> - 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. • 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 should 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 should 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, Parole review, or move to open conditions • Risk management activity will vary, and will be informed by security considerations and offender's risk of serious harm rating • A minimum risk management approach will be based on partnership between the OMU, Security Department and others as required, so that all risk information is shared • More intensive risk management will be targeted according to OASys Risk of Serious Harm ratings, including
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	<p>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, will be prioritised from those with the highest OASys Risk of Serious Harm ratings.</p>
THEME 5 – ENSURE THAT DELIVERY OF SERVICES IS RESPONSIVE TO INDIVIDUAL NEEDS AND CHARACTERISTICS TO MAXIMISE OUTCOMES	
<p>5(a) Relevant individual needs and characteristics are effectively identified, assessed and monitored. This information is shared appropriately, proactively and sensitively across the organisation, and with delivery partners.</p>	<p>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> <p>The protected characteristics and individual needs being identified, assessed and monitored are as follows:</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>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>

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	<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 protected characteristics are collected from all prisoners and recorded on P-Nomis. This is to be monitored as part of performance analysis at monthly SMT meetings.</p>
5(b) Information regarding individual needs and characteristics is used to adapt and sequence services to meet individual needs and maximise their benefit, and offenders are supported and encouraged to access appropriate services.	<p>We will ensure that The Reducing Reoffending Strategy Committee and specifically the Pathway Leads will review service provision monthly against identified needs of particular prisoner groups and their protected characteristics and will use this information to shape provision accordingly. Offenders will be supported by Offender Supervisors and Key Workers and encouraged to access relevant services by formal scheduled meetings and sentence plan reviews.</p> <p>Information gained is then used to develop an individualised plan which adapts and sequences services to maximise the benefit to the offender, using OASys which is monitored annually or when a significant change occurs. Additional reviews will occur if necessary.</p> <p>Staff receive information and training to support them in recognising barriers to engagement that may arise owing to factors such as age, sexuality, disability, intellectual function, etc.</p>
THEME 6 – DELIVER PRIORITY NATIONAL OR SPECIALIST SERVICES	
6(a) Continue to identify, assess and manage extremist offenders by engaging with existing local structures and ensuring that training and awareness is embedded among key staff groups. Ensure referral, where appropriate, to interventions, structured assessment and structured interventions and faith-based programmes according to offender risk and need.	<p>In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Haverigg 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 Haverigg 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>
6(b) Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable delivery where it does not.	<p>We will continue to offer four Sycamore Tree courses in the year to support general victim awareness and we will explore whether capacity exists to deliver the requisite number of Restorative Justice Conferences.</p> <p>HMP Haverigg will develop and implement a plan by November 2014 for the creation of a supportive environment which will enable delivery of victim-offender conferencing (RJ). The plan will focus on developing;</p>

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	<p>Awareness of RJ amongst relevant staff groups</p> <p>Partnerships with organisations and local commissioners to support delivery of RJ</p> <p>Infrastructure to support delivery, including development of;</p> <ul style="list-style-type: none"> • a single point of contact for RJ • agreed referral processes with partners • processes which contribute to suitability and risk assessments • appropriate gate procedures for entry into the prison of victims and other participants • appropriate rooms are available for the conference to take place • integration of RJ into sentence planning <p>To support this development, ongoing additional training is needed to support the turnover of staff trained in this specialism.</p>
6(c) Ensure the efficient use of prison places through development and implementation of local bail strategies and use of HDC for appropriate offenders, including making full use of Bail Accommodation and Support Service.	<p>We will continue to deliver a HDC strategy which ensures that all prisoners eligible for HDC who cannot provide an accommodation address will be offered accommodation through BASS - in accordance with PSI 25/2013 and Annex I of PSO 6700 (Home Detention Curfew).</p> <p>BASS support-only will be considered for those with their own accommodation who could be released with additional support. We will also ensure that BASS is considered as an option when non-BASS HDC placements fail.</p> <p>The HDC strategy will stress the importance of liaison with the license supervisor (offender manager) and ensure that releases to BASS are credited as 'suitable and settled' for the purpose of delivery levels</p> <p>HDC referrals to BASS will be delivered from within existing resources.</p>
6(d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.	<p>The Industries department will look to maximise spaces in the existing workshops.</p> <p>We will seek to expand industrial output through the growth of Arete Enterprises and other opportunities for market growth.</p>
6(e) Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.	<p>HMP Haverigg will continue a strategy for extending the use of video conference facilities by October 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.</p>

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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"> We have a clear strategic vision including a shared understanding of outcomes and priorities to create a truly rehabilitative culture enabling prisoners to effectively engage with the regime and associated rehabilitative services. All departments now have identified business and performance objectives that work toward achieving this vision. 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 At HMP Haverigg we operate an integrated IEP system that ensures all staff and prisoners have the ability to influence attainment levels through engagement with rehabilitative activity. To embed the concept of “Every Contact Matters” we will roll out a series “back to basics” Communication Seminars to all staff. These will review how the Civil Service Core Competency Framework (CSCCF) maps to NOMS Vision and Values and statement of purpose and how staff behaviours and relationships between staff and prisoners can contribute to building our prison culture. We will introduce the Every Contact Matters agenda into our contract management and staff performance reviews. All contract review meetings and staff/manager bilaterals will include discussions surrounding staff/staff and staff/prisoner relationships in addition to reviewing management information which can inform the strength of rehabilitative culture; for example - applications, correspondence, complaints, risk assessments etc... <p>We will work with our regional HRBP and OD lead to explore how we might embed coaching principles into every day staff interactions.</p>	Commissioned in partnership with region
Prisoners are made	<ul style="list-style-type: none"> We have a joint Statement of Purpose with all our delivery partners which embodies our 	HMPS Staff

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<p>aware of their responsibilities in engaging with and accessing services</p>	<p>rehabilitative ethos promoting responsible citizenship amongst prisoners. This is widely publicised within the establishment and all prisoners 'sign up' to it on reception; it is then measured through mechanisms described below as well as being monitored through the IEP scheme.</p> <ul style="list-style-type: none"> • All staff (including permanent staff, those on fixed term contracts and partner providers) will be made aware of the prison's Statement of Purpose and of our rehabilitative ethos. This is reflected in their contracts, job descriptions and via the SPDR process. • We will measure the impact we are having by monitoring sentence planning objectives including progress against sentence plan and completions, and take up of rehabilitative activities including numbers and types of qualifications and skills achieved , • 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. We further believe that creating the coaching environment (as discussed above) within the prison will ensure that responsible citizenship is firmly embedded into our rehabilitative ethos. • 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. 	
<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"> • HMP Haverigg's Statement of Purpose reflects our commitment to building a rehabilitative culture and is publicised in key places across the establishment to act as a reminder for all staff and prisoners of what is expected. All our internal correspondence including staff and prisoner notices carries this Statement which helps to ensure that it becomes embedded into fabric of the prison • 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 • We have ensured there are clear links between the new Competency Framework, the prison, departmental and individual action plans as well as the more formal annual staff reporting mechanism to ensure there is consistency in the way we engage and support offenders. • We will measure the impact we are having through assessing trends in adjudications, violence management and MDT data and longer term through the findings from external scrutiny such as MQPL 	<p>HMPS Staff and all Partner Staff on site</p>

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	<p>and HMIP visits.</p> <ul style="list-style-type: none"> We have developed pocket sized cards for all staff that serve as a reminder of their key pro social behaviours such as; taking time to listen, treat prisoners fairly and with respect, avoid labelling, and expressing and encouraging motivation and hope. This will ensure we embed the right staff behaviours as part of our 'Every Contact Matters' agenda. . We will conduct a 6 month pilot of the "Structured Communication in Prisons - tools for prison staff " on two units to ensure more consistent and meaningful engagement between staff and prisoners. We will analyse the results in Q4 2014-15, which will then determine the rate at which we roll out wider across the prison. A prisoner council exists, which is encouraged to highlight good practice across different units/departments within the prison – this enables us to identify where we may need to develop further, positive staff interaction with prisoners. Our New Way,- In collaboration with the regional HRBP we are currently exploring how we might embed coaching principles into every day staff and staff/prisoner interactions to create a pro-social culture which values growth and learning in both staff and prisoners. 	
Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	<p>Employment support is offered by:</p> <ul style="list-style-type: none"> Achieve North West – ESF Funded Project providing a weekly Job Club to all prisoners prior to release and learning, skills and employment support to all prisoners who are likely to be unemployed on release in support of their sentence Job Centre Plus – Support access to benefit and employment through the Day One Mandation Programme Careers Service – Support completion of the Employment, Learning and Skills aspects of the sentence plan Cumbria Library Services – Provide support for CV writing and deliver training for CSCS and Driving Licence Certification OLASS4 – A comprehensive and inclusive curriculum is funded through the SFA. The curriculum offer reflects the learning needs with 60% of the offer being vocational and IT; 23% being literacy and numeracy through the delivery of functional skills; and 17% being personal and social development with those prisoners who struggle to cope and with chaotic lifestyles through the long-term use of drugs and alcohol being the primary target (the aim being to get them to a point where they can meaningfully engage in employability development. This curriculum is targeted at preparing for employment and developing and evidencing employability skills. OLASS provide employability courses, support with CV writing within the virtual campus and a broad range of vocational courses to develop skills that are relevant and valued by employers. Industries – are developing strategies that include a range of business development models to increase work and associated revenue. The diversification model includes: this includes the development of our own social enterprise in partnership with a charitable trust 	<p>NOMS Regional</p> <p>National National National</p>

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	<ul style="list-style-type: none"> • Commissions from Industry – light engineering contracts services through the motor mechanics workshop • One3One Solutions – contracts in Textiles • Vocational qualifications – with all areas of Industries delivering qualifications • Physical Education – is offered by the PE team with qualified PEO's delivering specialist vocational qualifications from Entry Level to Level 3. 	
Prisoners can access services that enable them to manage housing needs created as a result of their custody.	<p>Housing Needs are met in the Resettlement Centre by Peer Support Orderlies and Specialist Staff. This support is included in the Prison Induction and is accessible by application to all prisoners at any point in their sentence provided by:</p> <ul style="list-style-type: none"> - HMPS Staff- Shelter – provide specialist housing support to prisoners with more complex needs, or to prisoners who may have special circumstances that may need a heightened level of confidentiality. Screening to decide whether a prisoner receives a standard peer Housing Advice Worker service or an enhanced Shelter service as decided by the Resettlement Centre Manager.- Housing advice workers – are prisoners delivering a peer support service of housing advice and tenancy searches. They deal with the majority of housing issues presented to the Resettlement Centre. 	N/A NOMS Regional
Prisoners can access services that enable them to seek settled and suitable housing for release.	<p>Peer Support Orderlies provide a housing advice service which meets the future housing needs of prisoners. Specialist staff are available to support prisoners who may present issues of confidentiality where it is not appropriate to use peer advisor services provided by:</p> <ul style="list-style-type: none"> • HMPS Staff • Shelter including maintaining tenancy agreements as well as support for securing settled accommodation 	N/A NOMS Regional
Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	<p>Finance Needs are met in the Resettlement Centre by Peer Support Orderlies and Specialist Staff. This support is included in the Prison Induction and is accessible by application to all prisoners at any point in their sentence:</p> <ul style="list-style-type: none"> • HMPS Staff • Shelter offer Finance services on one and a half days per week and this is supported by sound backup services for prisoners with more complex need. • DWP - Assistance to close down and reinstate benefit claims • 	N/A NOMS Regional
Prisoners can access available services which enable them to address their family welfare and family support needs.	<p>Family support needs are addressed through the Chaplaincy Team. They provide a comprehensive range of Family Days and also support family mediation. The Chaplaincy Team work closely with OMU to ensure all family contact is appropriate.</p> <ul style="list-style-type: none"> • Domestic Visits • Prisoners' immediate families are invited and encouraged to contribute to sentence and resettlement planning objectives • Prisoners are signposted to community based services that support prisoners families 	N/A

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Prisoners have equivalence of access to health services in custody as in the community.	<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 Prisoners are provided the contact details for existing community health related services Prisoners have access to a full range of medical services provided by Cumbria NHS Trust. GP's attend regularly and are available to all. Specialist Services which cannot be supported within the prison are accessed through Regional Health Care facilities by means of prisoner escort (including Dentist, Nursing care, Optician, Physiotherapy) 	Regional
Prisoners can access treatment, services, advice and support around drug and alcohol needs.	Substance misuse services - are offered under a Cumbria-wide delivery model called UNITY. Under this, services are contracted from Greater Manchester West NHS Mental Health Trust and provide a comprehensive range of substance misuse services, both clinical and non-clinical, in response to prisoners needs. This includes both drug and alcohol.	Regional
Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.	<ul style="list-style-type: none"> Prisoners are provided the contact details and enabled to engage with existing appropriate community based services that support victims of domestic violence, rape or abuse 	Local Authority Co-commissioned
Prisoners who have been sex workers can access services that offer them advice and support.	<ul style="list-style-type: none"> Prisoners are provided the contact details and enabled to engage with existing appropriate community based services that support sex workers 	Local Authority Co-commissioned

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Table 4b: Rehabilitation Services - Additional Services Offer

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

Segment	Total no. of Prisoners within Segment <ul style="list-style-type: none"> Use the segmentation data tool on the NOMS Performance HUB to get the numerical data you need to populate this column 	Strategic approach to meeting the needs of the segment Title and description of rehabilitative services/interventions and case management activities <ul style="list-style-type: none"> Give the title and a brief description of the case management activities offered to offenders in each segment Give a brief description of the range of rehabilitative services and interventions offered to offenders by segment. Include any accredited programmes on offer. Use the guidance on targeting in Commissioning Intention 4a If a service or intervention is available across more than one segment (for example – TSP may be available to both sex offenders and violent offenders) then state in each applicable box, making clear in the next column the number of completions relating to each segment. 	Indicate whether the service or intervention is commissioned or co-commissioned and the number of offenders who will be able to access the intervention or service annually <ul style="list-style-type: none"> For accredited programmes give the number of completions It is not necessary to record volumes for case management activities
All Offenders – where service targeted by need rather than risk	613	<p>The core provision offered by Education, Industries, PE etc are offered to all prisoners and are intended to improve employability skills, social and life skills and general health and well-being (as described above in Table 4a).</p> <ul style="list-style-type: none"> Storybook Dads - continues to be delivered by Cumbria Adult Learning Services in partnership with Cumbria Libraries. There are 6 courses per year and funding has already been secured to continue this level of delivery through the academic year 2014-15. Sycamore Tree 	
Sexual Offenders	2 Of which are as follows in terms of OSP (Likelihood of Sexual Reoffending) 1 is Low 1 is High	<p>This is not an SOTP site so we need to move sex offenders on if they are eligible for an accredited programme. Where OASys has not already been completed, we will prioritise sexual offenders for early OASys completion and subsequent reviews, (as well as violent offenders, and ensuring OASys is completed for those with no PSR first or shortest time left to serve).</p>	
Violent offenders	200	<p>Where OASys has not already been completed, we will prioritise violent offenders for early OASys completion and subsequent reviews (as well as sexual offenders,</p>	

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	<div>Of which are as follows in terms of OVP (Likelihood of Violent Reoffending)</div> <table><tr><td>Low, 0-29%</td><td>29</td><td>15%</td></tr><tr><td>Medium, 30-59%</td><td>61</td><td>31%</td></tr><tr><td>High, 60-79%</td><td>25</td><td>13%</td></tr><tr><td>Very High, 80-99%</td><td>7</td><td>4%</td></tr></table>	Low, 0-29%	29	15%	Medium, 30-59%	61	31%	High, 60-79%	25	13%	Very High, 80-99%	7	4%	<p>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>Where we have violent Offenders with an OVP score above 60% (and long enough left to serve), we will assess them, with assistance from the regional Psychology team, for SCP and transfer them to an appropriate establishment when they are suitable. Where they do not have sufficient time left to serve, or where SCP places are not available, they will be prioritised for RESOLVE.</p> <p>DV offenders: we will flag all DV offenders with a DV flag on OASys, for further assessment using SARA. Where their risk is above 'low' we will assess their suitability for a DV intervention and transfer them to the appropriate delivery site when they are suitable.</p> <p>For those DV offenders that are high risk on the SARA assessment, we will also prioritise offenders from this group for higher intensity risk management including monitoring of visits, effective sharing of intelligence with external partners, and, where necessary monitoring of correspondence.</p> <p>Violent offenders can access the Kainos – Living Skills Plus Programme.</p>	
Low, 0-29%	29	15%													
Medium, 30-59%	61	31%													
High, 60-79%	25	13%													
Very High, 80-99%	7	4%													
Indeterminate Sentenced Prisoners (ISPs)	<div>48</div> <div>Of which are as follows in terms of OGRS</div> <table><tr><td>OGRS 0-24, Low</td><td>9</td><td>1%</td></tr><tr><td>OGRS 25-49, Medium</td><td>12</td><td>2%</td></tr><tr><td>OGRS 50-74, High</td><td>22</td><td>4%</td></tr><tr><td>OGRS 75-89, Very High</td><td>5</td><td>1%</td></tr></table>	OGRS 0-24, Low	9	1%	OGRS 25-49, Medium	12	2%	OGRS 50-74, High	22	4%	OGRS 75-89, Very High	5	1%	<p>Family Days - are offered 6 times a year; 2 of these are dedicated to ISP sentenced prisoners and 4 are for the remaining population.</p> <p>The intensity of case management for ISPs will range from medium to high and will vary over the course of their sentence, with highest levels of intensity around key events such as preparing for moves to open conditions. Intensity of case management for ISPs will also vary according to the level of risk the offender presents (including risk of reoffending, violence, sex offending etc).</p> <p>Bi-annual one to one case management sessions will be staged around key events in their sentence will focus on preparing for/consolidating learning from a programme, reviewing progress, addressing any setbacks, and helping the offender plan next steps.</p> <p>Offenders who are approaching earliest release date offenders will be prioritised for access to interventions although consideration on a case by case basis where this means that a determinate prisoner could be released without treatment.</p>	
OGRS 0-24, Low	9	1%													
OGRS 25-49, Medium	12	2%													
OGRS 50-74, High	22	4%													
OGRS 75-89, Very High	5	1%													

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Low likelihood of any reconviction OGRS 0- 24%	<div><div>86 or 14%</div><table><tr><td>Sexual</td><td>1</td><td>0%</td></tr><tr><td>Violent</td><td>21</td><td>3%</td></tr><tr><td>Robbery</td><td>10</td><td>2%</td></tr><tr><td>Acquisitive</td><td>6</td><td>1%</td></tr><tr><td>Drugs</td><td>43</td><td>7%</td></tr><tr><td>Motoring</td><td>2</td><td>0%</td></tr><tr><td>Other</td><td>3</td><td>0%</td></tr></table></div>	Sexual	1	0%	Violent	21	3%	Robbery	10	2%	Acquisitive	6	1%	Drugs	43	7%	Motoring	2	0%	Other	3	0%	<p>Low intensity case management for offenders in this OGRS band except for violent offenders with OVP of 30%+, sexual offenders assessed as medium risk or higher under RM2000, or indeterminate sentenced prisoners.</p> <p>Low intensity case management includes: Offender Supervisor review of sentence plan, a drop-in surgery for offenders to attend brief appointments/check on progress in engaging with rehabilitation services. Offender Supervisors will make use of their time on wing supervision duty to "catch-up" with some of their caseload. We will put in place an approach based on 'Every Contact Matters' to ensure that all staff who have contact with offenders understand their role in contributing to rehabilitation, and feed back on any relevant contact to the OMU and Offender Supervisors.</p> <p>Risk management – security considerations inform decisions about the targeting of risk management activities as does the offender's risk of serious harm rating (regardless of their OGRS band).</p> <ul style="list-style-type: none">• Our minimum risk management approach for all offenders is based on partnership between the OMU, Security Department and others as required, so that all risk information is shared.• Medium ROSH ratings prompt a pro-active approach to observing and recording behaviour, and sharing information across the prison, and restricting/monitoring visits where necessary.• High/Very high ROSH ratings are prioritised for highest levels of risk management, which includes monitoring of communications and discussion at inter-departmental risk management meetings in cases of greatest concern. <p>Offenders within this OGRS band will have access to the core rehabilitative offer as per table 4a. In general, no additional rehabilitation services are offered to offenders in this OGRS band (see specific approaches above for violent offenders, sexual offenders and indeterminate sentence prisoners).</p>	
Sexual	1	0%																						
Violent	21	3%																						
Robbery	10	2%																						
Acquisitive	6	1%																						
Drugs	43	7%																						
Motoring	2	0%																						
Other	3	0%																						
Medium likelihood of any reconviction OGRS 25-49%	<div><div>122 or 20%</div><table><tr><td>Violent</td><td>40</td><td>7%</td></tr><tr><td>Robbery</td><td>23</td><td>4%</td></tr><tr><td>Acquisitive</td><td>8</td><td>1%</td></tr><tr><td>Drugs</td><td>49</td><td>8%</td></tr><tr><td>Motoring</td><td>2</td><td>0%</td></tr></table></div>	Violent	40	7%	Robbery	23	4%	Acquisitive	8	1%	Drugs	49	8%	Motoring	2	0%	<p>Low Intensity case management will be provided (as described in 0-24% above) for offenders in this OGRS band, except for violent offenders with OVP 30%+, sexual offenders assessed as medium risk or higher under RM2000, or indeterminate sentenced prisoners.</p> <p>Restorative Justice Conferences</p>							
Violent	40	7%																						
Robbery	23	4%																						
Acquisitive	8	1%																						
Drugs	49	8%																						
Motoring	2	0%																						
High likelihood of any reconviction	<div><div>264 or 43%</div></div>	<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</p>																						

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OGRS 50- 74%	<table><tr><td>Sexual</td><td>1</td><td>0%</td></tr><tr><td>Violent</td><td>89</td><td>15%</td></tr><tr><td>Robbery</td><td>50</td><td>8%</td></tr><tr><td>Acquisitive</td><td>51</td><td>8%</td></tr><tr><td>Drugs</td><td>58</td><td>9%</td></tr><tr><td>Motoring</td><td>8</td><td>1%</td></tr><tr><td>Other</td><td>7</td><td>1%</td></tr></table>	Sexual	1	0%	Violent	89	15%	Robbery	50	8%	Acquisitive	51	8%	Drugs	58	9%	Motoring	8	1%	Other	7	1%	<p>prioritising violent offenders with OVP 30%+, sex offenders with a RM2000 above 'low' and all indeterminate sentenced offenders for this level of service.</p> <p>Medium intensity case management includes: one to one supervision, recognising achievements / reflecting on setbacks and planning for positive change, motivation to maintain or make progress, consolidate learning, observe changes in behaviour or attitudes etc. This is a large group so we will schedule one to one sessions in response to events in each case, with the frequency and length of appointments increasing for those closest to release date, where key work/activity is still required.</p> <p>Short sentence prisoners and those in the last 12 months of their sentence in this OGRS band who are nearing the end of their sentence, will be prioritised to access rehabilitative services to support their resettlement needs. Contact will be made with public protection agencies, as required, in preparation for release.</p> <p>Restorative Justice Conferences</p> <p>Kainos – Living Skills Plus Programme</p>	60
Sexual	1	0%																						
Violent	89	15%																						
Robbery	50	8%																						
Acquisitive	51	8%																						
Drugs	58	9%																						
Motoring	8	1%																						
Other	7	1%																						
Very high likelihood of any reconviction OGRS 75-89%	<table><tr><td colspan="3">129 or 21%</td></tr><tr><td>Violent</td><td>46</td><td>8%</td></tr><tr><td>Robbery</td><td>5</td><td>1%</td></tr><tr><td>Acquisitive</td><td>48</td><td>8%</td></tr><tr><td>Drugs</td><td>15</td><td>2%</td></tr><tr><td>Motoring</td><td>4</td><td>1%</td></tr><tr><td>Other</td><td>11</td><td>2%</td></tr></table>	129 or 21%			Violent	46	8%	Robbery	5	1%	Acquisitive	48	8%	Drugs	15	2%	Motoring	4	1%	Other	11	2%	<p>Highest intensity case management will be made available to as many offenders in this OGRS band as resources will allow. We will begin by prioritising violent offenders with OVP over 60%, sex offenders with a RM2000 above 'medium' and indeterminate sentenced offenders approaching tariff or a move to open conditions.</p> <p>Highest intensity case management is as medium intensity but with more frequent / longer supervision sessions (with a clear purpose linked to the aims of the sentence plan), and active advocating for offenders where they may need help in accessing services to reduce re-offending..</p> <p>Acquisitive offenders: The prison is engaged with Public Health England in order to ensure that prisoner needs around drug misuse are understood and the right services are available at HMP Haverigg. 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>Kainos – Living Skills Plus Programme</p>	
129 or 21%																								
Violent	46	8%																						
Robbery	5	1%																						
Acquisitive	48	8%																						
Drugs	15	2%																						
Motoring	4	1%																						
Other	11	2%																						
Extremely high likelihood of any reconviction	<table><tr><td colspan="3">12 or 2%</td></tr></table>	12 or 2%			<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</p>																			
12 or 2%																								

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(prolific) OGRS 90-100%	Violent	4	1%		<p>required, active advocating for offenders where they may need help in accessing services to reduce re-offending. Where resources allow, we will particularly prioritise the highest OGRS, OVP and RM2000 groups, and indeterminate sentenced offenders approaching a key stage in their 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> <p>Kainos – Living Skills Plus Programme</p>	
	Acquisitive	7	1%			
	Other	1	0%			

Table 5: Accredited Programmes provided in the establishment		
Does this establishment deliver NOMs Commissioned accredited programmes?		Yes
Name of accredited programme	Number of agreed starts (expected for 2014-15)	Number of agreed completions (planned total for 2014-15)
Living Skills Programmes		
Kainos/Challenge to Change/ Living Skills Plus	72	60
Grand Total	72	60

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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)
Deliver Priority National or Specialist Services – 6(b)	Restorative Justice – To identify RJ facilitators to undergo necessary training to undertake RJ Conferencing and to maintain ongoing training requirements due to staff changes. We will endeavour to achieve two conferences in this SLA period by end of March 2015. – Lead = (Head of Offender Management)	N
Strengthen Integration of Service Delivery between Directly Funded, Co-commissioned Providers and Wider Partners – 2 (c)	Given the change in the strategic horizon with regard to the Rehabilitation Revolution, we will embrace the Community Rehabilitation Company (CRC) initiative which aims to help prisoners during their sentence and on discharge. This will develop and integrate a seamless transition for prisoners into the community and will align services to meet the needs of individual prisoners. The preparation for change will be monitored as part of the monthly performance analysis at SMT meetings and the target date for roll-out of the new service is April 2015. Lead = (Head of Reducing Reoffending)	Y
Strengthen Integration of Service Delivery between Directly Funded, Co-commissioned Providers and Wider Partners – 2 (c)	Utilisation of the new Health Care Building, commissioned by NHS England, bringing all health care services including Mental Health and Substance Misuse together. This will include increasing the capacity of the waiting room to reduce waiting time for prisoners. Expected occupation and use of new building is December 2014. Lead = (Governor)	N
Deliver Priority National or Specialist Services – 6(d)	We will develop the Farm in order to provide more varied and enhanced work places for prisoners. To achieve change in this area we will review staff attendance patterns enabling more flexibility. Targets will be monitored as part of the Reducing Reoffending Strategy meeting and progress reported to the monthly performance SMT meeting. The deadline for completion is September 2014. Success criteria would be the introduction of livestock and the completion of work on buildings to enable warehousing facilities/training. Lead = (Head of Reducing Reoffending)	N
Strengthen Integration of Service Delivery between Directly Funded, Co-commissioned Providers and Wider Partners – 2 (a)	Recent segmentation data and criminogenic needs analysis at Haverigg identified 17% of prisoners were subject to markers involving Domestic Violence. In 2014/15 (by March 2015) we will, subject to external funding, develop, integrate and evaluate a domestic violence programme, which addresses the needs of victims and perpetrators of all risk levels. Lead = (Head of Reducing Reoffending)	N
Strengthen Integration of Service Delivery between Directly Funded, Co-commissioned Providers and Wider Partners – 2 (c)	Following on from the successful introduction of no smoking in the Segregation Unit and subject to funding for smoking cessation products/interventions, we will continue to roll out further smoke free Residential areas with the support of the prisoners concerned. This will enhance and improve the day-to-day life of many prisoners at Haverigg and supports the initiatives raised at Prisoner Council meetings. Expectation is that one more wing from a residential area will become smoke free by March 2015.	N
Deliver priority national or specialist services – 6 (c)	To ensure the efficient use of prison places through development and implementation of a local bail strategy and use of HDC HMP Haverigg will: - monitor BASS Referral and Placement trends and will investigate when these are outside the expected range for	Yes

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	the prison HDC releases. - agree improvement objectives with the DDC where outcomes are substantially below the expected or historic level for the institution.	Quarterly Quarterly	
Deliver Priority National or Specialist Services – 1(c)	Given comments of HMIP we will review and improve the regime and reintegration plans in the Segregation Unit. This will let it be more closely realigned to the core regime, which will support the reintegration of prisoners into normal location. Deadline – September 2014.		
Deliver Priority National or Specialist Services – 6(d)	By March 2015 we will have successfully negotiated with Census Data and One3One Solutions to introduce the call centre initiative. This will provide a minimum of 15 prisoner work places.		

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	

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19	Faith and Pastoral Care for Prisoners	Existing service specification which remains in force	
20	Physical Education	Existing service specification which remains in force	
21	Mandatory Drug Testing	Existing service specification which remains in force	
22	Prisoner Communications Services	Existing service specification which remains in force	
23	Management of Prisoners at Risk of Harm to Self or Others	Existing service specification which remains in force	
24	Security Management	Existing service specification which remains in force	
25	Activity Allocation	Existing service specification which remains in force	
26	External Movements and Appearances	Existing service specification which remains in force	
27	Manage Prisoner Finance	Existing service specification which remains in force	
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	

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⁺ *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	Yes	Go live April/May 2014
40	Mother & Baby Unit	No	Existing service specification which remains in force
41	Deliver Victim Offender Conferencing (Restorative Justice)	No	Go live April/May 2014

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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	Yes
Early Days & Discharge - First Night in Custody	One-to-one welfare support is provided within courts/custody suites to address immediate needs of the prisoner.	N/A
Visits - Conduct Visits	There are facilities for children to participate in supervised play whilst visiting a prisoner	Yes
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.	Yes
Visits - Services for Visitors	Private meetings can be facilitated between visitors and Partner Agencies.	Yes
Visits - Services for Visitors	There are facilities for children to play whilst waiting to visit a prisoner.	Yes
Visits - Services for Visitors	Visitors receive information through a variety of media regarding relevant support services.	Yes
Visits - Services for Visitors	A Family Support Worker is available to support families.	Yes
Faith and Pastoral Care	Prisoners have access to a Resettlement Chaplaincy Scheme.	Yes
Mandatory Drug Testing	Prisoners found guilty of misuse of Class B and/or Class C drugs or who frequently refuse to comply with MDT testing may be subject to a Frequent Testing Programme.	Yes
Mandatory Drug Testing	Prisoners may be subject to Reception testing.	Yes
Prisoner Employment, Training & Skills	Prisoners have the opportunity to gain industry recognised and accredited qualifications through employment, training and skills according to risk and need.	Yes
Prisoner Employment, Training & Skills	Qualifications gained are aligned with market needs and within the Qualifications and Credit Framework	Yes
Deliver Accredited Programmes	Competent staff are contributed to the national training provision as agreed by the commissioner. Output wording subject to revision	No

Table 7d: Agreed delivery hours for specified services

Service Specification	Output	Agreed hours	Rationale (where hours are agreed above the minimum set within specifications)
Residential Services	Daily time in open air [minimum 30 minutes] (row 21 of the specification)	[1] hours daily	Time to and from work twice daily (15 minutes each)
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	Hours as per spec, no change to staffing following BDG recommendations and F&S implementation

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8. Activity Places (Work and Prison Services)

Table 8a: Agreed Activity Allocations Places										
INDUSTRIES (ONE3ONE)		HAVERIGG								
INDUSTRY SERVICE CODE	WORKSHOP NAME	Maximum number of prisoner places per activity (planned per week total for 2014-15)	TOTAL STAFF NUMBERS	CORE HOURS PER WEEK	Annual Internal Soft Charged Sales Predictions	Annual Internal Hard Charged Sales Predictions	Annual External Sales Predictions	Annual Internal Soft Charged Materials Predictions	Annual Internal Hard Charged Materials Predictions	Annual External Materials Predictions
Industries - Enterprise/Contracts Services	Contract Services Smokery	7	2	28.75	£0	£0	£50,000	£0	£0	£32,000
Industries - Laundry	Laundry	12	1.5	28.75	£195,000	£0	£1,500	£8,000	£0	£500
Industries - Land Based Activities	Land Based Activities	34	4	28.75	£18,000	£0	£35,000	£5,000	£0	£6,000
Industries - Other Workshop	Paints Party	10	1	28.75	£24,552	£0	£0	£1,000	£0	£0
Industries - Other Workshop	Motor Vehicle	14	1.5	28.75	£8,000	£0	£9,000	£7,000	£0	£8,000
Industries - Textiles	Textiles	22	2	28.75	£0	£185,000	£0	£0	£175,000	£0
Industries - Textiles	Textiles SMR (Currently multi Skills and cycle repair)	18	2	28.75	£500	£0	£0	£450	£0	£0
Industries - Woodwork	Woodwork 1 & 2	30	4	28.75	£3,100	£0	£66,000	£3,000	£0	£62,000
Sub Total		147								

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Table 8b: Services (not industries)

Table 8b CU095b (Hours Worked in Services) – this should contain services that are measured under this specific metric			
Activity Service Code	Service Description	Maximum number of prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
HU1 Wing Activities	Wing Work	15	28.75
HU2 Wing Activities	Wing Work	23	28.75
HU3 Wing Activities	Wing Work	15	28.75
HU4 Wing Activities	Wing Work	9	28.75
HU5 Wing Activities	Wing Work	19	28.75
HU6 Wing Activities	Wing Work	5	28.75
Kitchen	Kitchen Workers	36	28.75
Orderly Cleaners	Orderlies	42	28.75
Community Party	Community	6	28.75
Weekend Activity			
Recycling Activity	Recycling	24	28.75
Works Department	Works Worker	6	28.75
Wing Cleaning		Comment – Wing duties have already been accounted for above in Wing Work	
Other Occupations	Stores CES	6	28.75
	ELS Induction	60	Already recorded in other activity in Table 8 except Gym Induction = 5 hrs per week
Sub total		266	350.00

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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			34.00
Core Education Classes			74.75
Education Induction Assessment	2 mornings per week	14 per session of 4.75 hours each – 2 sessions per week (14)	7.50
Education leading to accreditation			(108.75)
PE Leading to QCA Qualifications	3 x Gym Classes		86.25
Skills training leading to Accreditation	Full time vocational training	117	230.00
ROTL	Home Leave and Town Visits	4	28.75
Prison Induction Courses/Interviews	2 mornings per week	14 per session of 4.75 hours each – 2 sessions each week (14)	7.50
Other			
Sub total		149	468.75
Table 8 Total		562	

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Section 3: Regime Outline

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

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

Out of cell session time summary by day

Day	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
Mon	7h 59m	0h 45m	1h 00m	2h 00m	1h 00m	12h 44m
Tue	7h 59m	0h 45m	1h 00m	2h 00m	1h 00m	12h 44m
Wed	7h 59m	0h 45m	1h 00m	2h 00m	1h 00m	12h 44m
Thu	7h 59m	0h 45m	1h 00m	2h 00m	1h 00m	12h 44m
Fri	6h 51m	2h 10m	1h 00m	2h 00m	0h 30m	12h 32m
Sat	6h 15m	1h 59m	0h 00m	2h 00m	0h 00m	10h 14m
Sun	6h 15m	1h 59m	0h 00m	2h 00m	0h 00m	10h 14m

5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	7h 45m	1h 02m	1h 00m	2h 00m	0h 54m	12h 42m

7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	7h 19m	1h 18m	0h 42m	2h 00m	0h 38m	11h 59m

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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
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)	11.50 %	11.50 %	11.50 %	11.50 %	11.50 %	11.50 %	11.50 %	11.50 %	11.50 %	11.50 %	11.50 %	11.50 %	11.50 %	11.50 %	11.50 %	11.50 %	11.50 %	
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
CU056a	Security Audit - Audit & Corporate Assurance (A&CA)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.56
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
CU067	HMIP Resettlement	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	2.95
CU075	HMIP Respect	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.79
		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

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CU077	HMIP Safety	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.92
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU078	HMIP Purposeful Activity	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.58
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU076	MQPL Safety	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.86
		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 Process (GPP) Parole	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU083	OASys Quality	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU086A	Return of MAPPA F Forms	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU089	ViSOR Effectiveness (Prison)	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %

Interventions

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU019	Sex Offender Treatment Programme (SOTP) Completions																		942
CU021	Offending Behaviour Programme (OBP) Completions												60.00	60.00					6,456.00

Regimes

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU013	Settled Accommodation on Discharge	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 %

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CU014	Training / Education on Discharge																		
		12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %	12.00 %
CU015	Employment on Discharge																		
		26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %	26.00 %
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 Absence Sickness																		
CU036	Correspondence Response Times																		94.44 %
		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 %	95.00 %
CU063	Water Consumption																		
CU094	Energy (CO2e) Efficiency																		
CU081	Prison Cost Analysis (PCA)	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3


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Key

Trend

 Up

 Down

 Same

Targets

Red:

Amber:

Green: On track

Risk

Likely

of

not

non

full

full

delivery

delivery