



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**

**Lancaster Farms**

**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 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	HMYOI Lancaster Farms
Establishment type	YOI
Specialist function	
Security Category / Categories:	Young Adults suitable for closed conditions or lower
Annual Operating Price	10,543,989

#### 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	481
Operational Capacity	466

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:	Young Adults (aged 18-21)
Security Category:	Young Adults suitable for closed conditions or lower
Sentence Status:	Sentenced prisoners
Sentence Length / Type:	No restrictions No restrictions
Offence Type:	No restrictions
Nationality:	No restrictions

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

**Table 2c: Population Assumptions – Origin of the Population**

*HMYOI Lancaster Farms is a Young Offender Institution holding male young adults aged 18 to 21 years old. The population is mainly comprised of longer sentenced determinate young adults. This establishment mostly holds young adults sentenced at courts in the North West and the North East regions and receives most of its population from other establishments, particularly Forest Bank and Preston.*

**Table 2d: Population Assumptions – Estimated Background of the Population**

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	1	N/A	1
Prisoners sentenced to less than 12 months	N/A	N/A	N/A	N/A	24	N/A	24
Determinate prisoners serving 12 months or more but less than 4 years	N/A	N/A	N/A	N/A	166	N/A	166
Determinate prisoners serving more than 4 years	N/A	N/A	N/A	N/A	129	N/A	129
Indeterminate prisoners	N/A	N/A	N/A	N/A	14	N/A	14
Determinate and indeterminate Recallees	N/A	N/A	N/A	N/A	30	N/A	30
Non-criminals	N/A	N/A	N/A	N/A	N/A	N/A	0
Resettlement	N/A	N/A	N/A	N/A	102	N/A	102
Discretionary	N/A	N/A	N/A	N/A	0	N/A	0
Total	0	0	0	0	466	0	466
Resettlement	No	Reset %		0.22	Reset No.		102
Specialist Function							

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### SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions	
CI Title & No.	Response to Commissioning Intention
1a Sense of Purpose rehabilitation, desistance, and sentence progression understood by all practitioners.	<p>A Rehabilitative Culture will be part of the Vision and Key Priorities document for Lancaster Farms which will link to CI and NOMS business plan objectives</p> <p>This will be promulgated to all staff through group and full staff briefings and will be included in all SPDRs and will be shared with all partners.</p> <p>The Lancaster Farms Resettlement Strategy and associated reducing reoffending pathways action plan will link to the Vision document, and all providers who work with prisoners for rehabilitative purposes will be asked to contribute to the Lancaster Farms vision.</p> <p>Lancaster Farms will develop an ethos of enabling the responsible and responsive prisoner supported by a holistic approach towards working with prisoners from all staff and partner colleagues. All staff will be empowered to contribute to delivering the Lancaster Farms vision and rehabilitative culture.</p> <p>The Responsible and Responsive Prisoner Concept will enable a safe, secure and decent environment for prisoners to engage positively in the regime and for staff and others to work with prisoners in a constructive new way.</p> <p>The Governor will reinforce the vision at full staff briefings and on seeing every new employee on induction.</p> <p>The Lancaster Farms vision will be set out to prisoners on the Prisoner Forum, and all key workers such as Insiders and Listeners will be briefed on the Lancaster Farms Vision.</p>
1b All practitioners to consistently demonstrate behaviours that support rehabilitation and desistance.	<p>An MQPL Action plan is in place following the July 2012 MQPL Survey at Lancaster Farms. The Survey returned a overall quality of life means score of 4.44; this was an improvement on the previous MQPL survey. The MQPL survey reported higher dimension scores for prisoner safety and distress. Weaker scores were recorded for family contact and decency. These are subject to a MQPL action plan.</p> <p>Staff will undertake Recode/Communication training alongside Motivational Interviewing and Pro-social modelling.</p> <p>Kevin Burgess will be the lead on this initiative, and the training will be offered to all staff, including partner agencies.</p> <p>TSP and Programme Awareness sessions will be delivered to all staff and partner staff to embed a rehabilitative ethos.</p>
1c Providing a safe	Lancaster Farms will promote a zero tolerance approach to violence and bullying. Adjudication tariff guidelines reflect this zero tolerance approach.

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environment for offenders	<p>Prisoners involved in violence in identified hot spot areas will be subject to robust loss of privileges.</p> <p>A Violence Reduction Committee will monitor a violence reduction strategy and associated action plan. The SMT will monitor progress on a monthly basis at the Performance Meeting.</p> <p>The Safer Custody team will monitor gang affiliation and distribution of gang members across the prison.</p> <p>Staff will be trained in ACCT awareness, and all managers and supervisors will receive refresher training in the ACCT review and safeguarding process.</p> <p>Lancaster Farms will maintain the partnership with the local district of the Samaritans to provide listener training and access to the Samaritans.</p>
1d Quality Risk Assessments and information sharing arrangements to be in place.	<p>Lancaster Farms will demonstrate a commitment to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that the Local Security and Public Protection Strategies will be kept up to date in line with current policy.</p>
1e Intelligence gathered, developed, and shared in a safe and timely manner.	<p>Lancaster Farms will demonstrate a commitment to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that the Local Security and Public Protection Strategies will be kept up to date in line with current policy.</p>
1f Availability of drugs and mobile phones in the prison.	<p>Lancaster Farms will demonstrate a commitment to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that the Local Security and Public Protection Strategies will be kept up to date in line with current policy.</p>
1g Prisoners	<p>Lancaster Farms will demonstrate a commitment to comply with the instructions set out in the National Security</p>

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prevented from continued criminality in prison.	Framework and the Public Protection Manual and provide assurance that the Local Security and Public Protection Strategies will be kept up to date in line with current policy.
2a Co-ordination of services and integration of providers	<p>A Reducing Reoffending Strategy away day has been undertaken. The purpose has been to develop the co-ordination of service delivery from various stakeholders, and to ensure that all providers work towards the Lancaster Farms' vision. The reducing reoffending strategy document identifies all partnership agencies and their links to the relevant resettlement pathways. Relationships between Lancaster Farms and partner agencies, and between different partner agencies are monitored through the Reducing Reoffending Pathways meetings as well as the Quality Improvement Group.</p> <p>Partner agencies have clear and objective terms of reference based on the assessed needs of the establishment and the prison provides a range of support to facilitate effective delivery, for example Shelter are providing services to support prisoners in finding accommodation while they are still in prison which continues on release. The HORR will work closely with the Head of OMU to cement the role of the Offender Supervisor in sequencing and co-ordinating sentence plans.</p> <p>The Head of Health Care and OLASS Manager (Provider) are now part of Lancaster Farms SMT.</p> <p>Partners will be fully included in all communications arrangements to maximise continuity of service for prisoners. Data Sharing Agreements are in place with all partner agencies to facilitate effective but regulated sharing of information.</p>
2b Facilitate the mandating of the DWP programme	<p>DWP staff will have access to accommodation and services to undertake the access to work programme, access to JSA and Universal Credit.</p> <p>DWP will be part of partnership arrangements under OLASS 4 embedded within the Reducing Reoffending Strategy.</p> <p>DWP advisors will work with OLASS staff to maximise access to the Virtual campus and access to Jobcentre Plus job vacancies to increase employability outcomes for prisoners.</p>
2c Work with the NHS England provider to ensure delivery of commissioned health	<p>Lancaster Farms will work in partnership with the NHS England Health Care provider to ensure delivery of health care outcomes for prisoners.</p> <p>Lancaster Farms will work with the co-commissioned provider (CRI) to deliver appropriate substance misuse services to support prisoners with substance misuse issues to enable a rehabilitative and recovery journey.</p> <p>Lancaster Farms will work with the NHS England provider to meet the performance requirements of the Prison Health Indicators.</p>



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services to support both health and justice outcomes.	
2d Provision of Social Care to prisoners in need of these services.	Dialogue will commence between Lancashire Prisons Board and Lancashire County Council (Director of Adult Social Care) with the aim of social care services being commissioned for prisoners in all Lancashire prisons. Locally in the interim arrangements for providing social care services will be made with a local agency (Key Care) as is the case at Wymott, should the need arise.
2e Work with Local Authorities to promote inclusion and access to maximised benefits to prisoners' families.	<p>Develop a co-commissioning relationship with Local Authorities and other partners which seeks to explore current work and new opportunities to strengthen or extend proven interventions and services in response to offender need over the SLA period.</p> <p>We recognise that supportive and pro-social family / marital relationships are one of the key factors linked to desistance. With this in mind:</p> <ul style="list-style-type: none"> <li>• Lancaster Farms will make contact with Troubled Families co-ordinators in Greater Manchester, Merseyside, Lancashire, and Cumbria (lead coordinator – Becky Cullen) to establish relationships and a shared delivery plan to include sharing aggregated and individual data to identify relevant offenders</li> <li>• Lancaster Farms will develop the partnership with POPS to strengthen arrangements to support families of prisoners to support desistance and mitigate against propensity for inter-generational offending. POPS will appoint a Family Support worker to be in post by April 2014 (lead coordinator – Becky Cullen).</li> <li>• Lancaster Farms will accommodate the Dad's Parenting course run by Surestart (lead coordinator - – lead coordinator – Fr David Branford).</li> </ul>
2f Develop a pathway for managing prisoners with Personality	OMU staff will be trained in referral to PD units

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Disorders.	
2g Align services with Offender Learning Review OLASS 4	<p>The Learning and Skills manager facilitates monthly prison based multi-disciplinary partnership meetings to discuss all aspects of learning and skills delivery and performance. A quarterly Quality Improvement Group is chaired by the Head of Reducing Reoffending and formal and informal meetings are held with the provider Education Manager. The group report to the Cluster OLASS/ Learning and Skills meetings facilitated by the lead Governor and in turn to the Regional Governance Board, chaired by the regional OLASS lead on behalf of the DDC. This ensures alignment with regional and national learning and skills policy and priorities and the movement of funds, where deemed appropriate. We have clear agreed governance for our meetings; minutes are recorded and action plans are in place.</p> <p>We access reliable labour market information pertaining to the areas into which prisoners will be released. This is used to inform our curriculum which is reviewed on-going, so as to meet the needs of the 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 (1year –18 months) are undertaking vocational training and preparation for employment. They are supported by the National Careers Service in career planning.</p> <p>All prisoners are screened for functional skills needs on reception and, where a need is identified, a full assessment is undertaken by the OLASS provider and maths and english courses are offered as a matter of priority. Our regimes are planned so as to reduce any interruption to a prisoner's learning; sentence planning and IEP are used to good 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, aiming to use our OLASS budget to the full. Data is collected and a report submitted to the Governor, Cluster Lead Governor and DDC.</p>
2h Strengthen partnership working to ensure offenders have access to support and services	<p>Through links with sub regional Chambers of Commerce Lancaster Farms will work closely with the main employers in all North West resettlement areas.</p> <p>ROTL will be used subject to risk assessment on supporting prisoners in accessing work post release.</p> <p>Mentoring will be provided via SOVA as part of lottery funding, working alongside TTG providers and the Achieve North West project aimed at tackling social exclusion and raising employability prospects for prisoners and the associated reduction in reoffending.</p>

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to enable and to prepare for access to employment.	
3a Target resources on evidence based interventions and services to deliver best outcomes.	<p>Lancaster Farms will deliver targeted interventions as agreed with the Commissioners as reflected in segmentation data for the offender population (see tables 4a, 4b, and 5.)</p> <p>Lancaster Farms will deliver an agreed level of Living Skills OBP interventions including the Thinking Skills Programme (TSP) and RESOLVE.</p>
3b Have robust Quality Assurances in place to protect integrity of programme delivery	<p>Lancaster Farms will provide a statement of commitment to deliver accredited offending behaviour programmes. Treatment management arrangements will ensure quality assurance alongside an annual Interventions audit from RSG. OBP eligible prisoners will be targeted for interventions and Offender Supervisors will ensure appropriate sequencing with other activity requirements set out in sentence plans.</p> <p>The Governor and SMT at Lancaster Farms will reinforce the importance of access to evidence based interventions to avoid any disruption and potential drop outs from programmes</p> <p>In the wider context of Quality Assurance Lancaster Farms will operate a Quality Improvement Group chaired by the Head of Reducing Reoffending and will apply a self assessment (SAR) process for rehabilitation services.</p>
4a Use segmentation and local data sources to target resources for rehabilitation services.	<p>The population at Lancaster Farms is made up of a high risk population showing 432 prisoners with an OGRS score over 50. More than 50% of the population score in or above the very high bracket. Violent offences total 33% of the population, 26% are acquisitive and 22% for robbery. The other factors combine to make up the remaining 19% in roughly equal proportion.</p> <p>The Programmes Team at Lancaster Farms will work with Offender Supervisor colleagues to identify suitable offenders to access interventions. All OBP requirements will be included in individual sentence plans, case managed by Offender Supervisors.</p> <p>Prisoners will be prioritised by risk to access interventions such as TSP and RESOLVE.</p>

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Violence is the main offence type within the population of Lancaster Farms. TSP (Thinking Skills Programme) is identified for Young Adults within this offending behaviour group. TSP Cognitive skills intervention addresses the way prisoners think and their behaviour associated with offending. It involves prisoners developing skills in setting goals and making plans to achieve these without offending. Sex offenders are not excluded from this intervention but use alternative index offences in the group sessions. Predominantly the target group is medium risk prisoners however priority is given to those prisoners with an OGRS score of 50%+ (High and Very High).

RESOLVE is a CSAAP Accredited CBT programme that applies cognitive-behavioural techniques to address the management of aggression and hostile attitudes towards others. It also targets emotional management, impulsive decision making and risk management. The international evidence is that this type of approach can reduce violent reoffending but this is still a young programme and we therefore have to wait for UK evidence to accrue on its impact on reconviction outcomes. The programme is based around group sessions but allows for individualised work and the development of a personal portfolio to take place. Prisoners whose offences are linked to Domestic Violence are not identified for this intervention. Predominantly the target group is medium risk prisoners however priority is given to those prisoners with an OGRS score of 50%+ (High and Very High).

Sequencing TSP and RESOLVE would not normally occur. In line with NOMS commissioning strategy we aim to increase the number of individual prisoners accessing programmes and to avoid the use of multiple accredited programmes for individuals. TSP and RESOLVE were not designed to be run consecutively and there may be instances where sequencing them will interfere with relapse prevention planning. Where prisoners meet the criteria for TSP and RESOLVE, a clinical consideration will be made as to which is most appropriate based on the following programme characteristics:

- TSP is more suitable where the violent offending is linked to poor problem solving, and/or a chaotic, anti-social or unstable lifestyle.
- RESOLVE should be prioritised where violent offending is strongly characterised by aggressive/controlling behaviour and/or entrenched hostile attitudes.

Acquisitive crime is the second largest group however there is not a specific programme offered to this group of prisoners. If the offending was linked to violence the prisoners would be considered for RESOLVE. The majority of the acquisitive group (27%) fall into the high or above OGRS score for likelihood of reconviction. All acquisitive prisoners therefore are clinically assessed, by the Treatment Manager, to determine if the offending patterns specified within their OASys assessment are not for financial gain and would benefit from the problem solving aspects that are delivered within the TSP programme. This is inline with the guidance notes sent out to Treatment Managers in May 2013.

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	<p>Through the OASys and sentence planning process, the offender supervisor will identify the motivating factors behind the acquisitive crime and may therefore link into another pathway for example drugs, violence, financial benefit and debt.</p> <p>The largest group regarding sentence length is 1-4 years which includes 53% (274) of the population from the snapshot data. The next highest group are those with a sentence length of 4 years + - 25% (129).</p> <p>It is important to note that the segmentation data for Lancaster Farms clearly identifies that 48% of the population at the time of the snap shot had 6 months or less to serve. Therefore case management and risk management are prioritised according to not only risk level but also length of time left to serve. This ensures that the resettlement issues for high risk groups and above are assessed and appropriate support and action taken.</p> <p>All prisoners at Lancaster Farms will have a case file and an Offender Supervisor. Prisoners will access interventions on the basis of risk of reoffending and harm.</p> <p>Low Intensity case management will be offered to all prisoners with a low OGRS rating, this will include sentence planning and contact with the Offender Supervisor.</p> <p>Self referral arrangements will be available to all prisoners to enable access to rehabilitative services. In addition referrals will be made by offender supervisors within the Offender Management Unit and any other member of staff or colleague at any stage.</p> <p>As part of New Ways of Working following implementation of the Competition Benchmark, offender supervisors will provide surgeries on each wing during evening and weekend association periods.</p> <p>Medium intensity case management will involve offender supervisors undertaking a pro-social approach alongside other staff as part of the responsible and responsive ethos at Lancaster Farms. Offender supervisors will undertake motivational interviewing training to enhance their skills in motivating prisoners to conform to sentence plans and address their offending behaviour.</p> <p>High intensity case management will be allocated to offender supervisors with capacity within their case loads. In the case of higher risk offenders this work will be undertaken by seconded probation officers within the OMU.</p> <p>Offender supervisors will also be involved in the re-categorisation process to progress prisoners to open conditions and in the assessment and use of release on temporary licence (ROTL) arrangements for a small number of retained (open condition suitable) offenders and others who will benefit from ROTL.</p> <p>Public Protection meetings will take place on a monthly basis, to monitor high risk of harm cases and higher risk MAPPA cases. A representative of the OMU will also attend the monthly Security Committee meetings.</p> <p>See tables 4a Core Rehabilitation Offer and 4b Rehabilitation Services Additional Services Offer.</p>
5a Identify,	Lancaster Farms has a number of standard processes for identification and assessment of individual needs within first

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<p>assess and monitor individual needs and characteristics.</p>	<p>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>Individual needs are monitored through a range of tools such as the OASys sentence plans, ACCT plans, Care plans and Individual learner plans. In addition we monitor the needs of our populations against the services and activities received in order to ensure that appropriate services and interventions are in place and adapted to meet needs, and to ensure that groups with particular characteristics are not discriminated against.</p> <p>Individual needs may arise from enduring characteristics such as age, ethnicity or disabilities or could be more temporary, for example bereavement or depression. We ensure that our staff have adequate training so that they are able to identify offenders who may need additional support and can take appropriate action. All partner agencies, including education, health and mental health services and other providers, will work collaboratively alongside the Offender Management Unit to identify and respond to individual needs and characteristics.</p> <p>Data on all protected characteristics is collected from all prisoners and recorded on Prison-Nomis. The Head of Safer Custody and Equalities, alongside the Equalities Officer, will act as a point of reference for all staff and agencies working in the prison to ensure the delivery of services is responsive to individual needs and protected characteristics.</p>
<p>5b Information regarding individual</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>

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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.	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.
6a Engage with existing arrangements for identification, assessment and management of extremist offenders.	<p>In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMYOI Lancaster Farms will ensure delivery in the key thematic areas of Intelligence Gathering &amp; Management; Offender Management and Public Protection; and Interventions &amp; Resettlement, as assessed by NOMS HQ.</p> <p>HMYOI Lancaster Farms 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>
6b Deliver victim offender	HMYOI Lancaster Farms has trained facilitators in place and arrangements with the Police and Probation Service to offer victim offender conferencing. Lancaster Farms alongside other Lancashire prisons, will engage with the Lancashire and Cumbria Police and Crime Commissioner to seek funding opportunities to maintain delivery of

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conferences (restorative justice) subject to capacity.	restorative justice and victim support interventions via the forthcoming Community Rehabilitation Companies. With these arrangements LF will aim to deliver up to 10 RJ conferences.
6c Ensure efficient use of prison places through use of HDC including making use of bail accommodation and support services.	<p>HDC strategy – this requires 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). If lack of accommodation is the sole reason to deny HDC then the Offender Supervisors will contact Stonham BASS to arrange a referral.</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, historically it is very rare for BASS services to be needed.</p>
6d Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.	<p>HMYOI Lancaster Farms operates a production workshop in partnership with a commercial organisation. A contract has been established through One3One Solutions.</p> <p>Scoping work is currently underway with One3One Solutions to convert the new gymnasium area into a workshop activity centre utilising commercial based industries. At this stage no capital investment has been identified to progress this regime expansion option.</p>
6e Support the delivery of efficiencies across the criminal	<p>Video conferencing facilities are in place at Lancaster Farms. These arrangements are currently used by offender managers to hold review meetings with prisoners and offender supervisors.</p> <p>There are no plans to establish links with courts as Lancaster Farms is not a local prison. A SPOC is in place for the national video conferencing development programme.</p>



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justice system by increasing the use of prison video links.	
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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	<p>We have a clear strategy and policy informed from a joint service and partner away day including a shared understanding of outcomes and priorities required to create a rehabilitative culture which will enable prisoners to effectively engage with the regime and associated rehabilitative services. The Reducing Re-offending Strategy and the Governors Vision and Values statement embody our rehabilitative ethos promoting responsible citizenship amongst prisoners. All prisoners will sign up to the process and be made aware of their individual targets and sentence plan. This is monitored through various systems and support by all internal policy.</p> <p>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. It has been widely publicised through staff engagement meetings. Every member of staff including all partner agencies have been consulted and informed.</p> <p>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</p> <p>Each prisoner is seen on a multi agency basis on induction; our strategy has provided strong communicative links between providers and ourselves allowing a free flow of information ultimately informing OASys and the sentence planning process. It must be noted that we currently provide a full OASys process for a number of prisoners who arrive without any completed sentence management documentation. The rehabilitative need of each prisoner is identified and shared through this process.</p> <p>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.</p> <p>HMYOI Lancaster Farms operates a bespoke integrated IEP system that promotes engagement with rehabilitative activity and for prisoners to be rewarded for the highest standards of behaviour and response to custody. This policy promotes and supports the local regime and national policy.</p>	commissioned in partnership with region

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	<p>Through our Every Contact Matters agenda we will aim to ensure prisoners receive consistent messages. Staff are reminded 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.</p> <p>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.</p>	
<p>Prisoners are made aware of their responsibilities in engaging with and accessing services</p>	<p>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.</p> <p>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> <p>All prisoners will be seen by an offender supervisor and a risk assessment completed along with initial tiering in line with the MTCS specification. All prisoners will have a sentence plan completed in line with the recommendations from the segmentation exercise.</p> <p>Induction is a core activity that every prisoner attends giving them the opportunity to meet and discover the services available at Lancaster Farms. The induction programme is delivered with input from a multi-disciplinary team and service providers. Each prisoner will have a full skills assessment which will feed the Individual learning plan and OASys record.</p> <p>Purposeful activity Following the sentence planning process and at the earliest opportunity, short term prisoners are encouraged to liaise with their employer to establish if they are able to retain their employment upon release. This process will be supported and can also be delivered by the Resettlement Team or the Jobcentre plus worker, National Careers Service and the ACHIEVE project. As part of the Induction process all prisoners have an assessment of basic skills via IFS (intensive functional skills). This assesses basic literacy and numeracy levels. This score is used to identify needs and is shared with National Career Service and Offender Management. National Career Service is provided by Greater Merseyside Connections Partnership. All offenders will have opportunity to access careers advice during induction. A career plan will be completed.</p>	<p>commissioned in partnership with region</p>

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	<p>Prisoners are offered National Careers Service support via the Greater Merseyside Connexions Partnership for possible training and skills needed for employment upon release. The Education department also deliver employability skills via vocational training.</p> <p>Prisoners that have problems with employment can self refer at any time to see the jobcentre plus worker or National Careers Service advisor.</p> <p>Manchester College and Lancaster Farms deliver a joint resettlement course where a prisoners needs are again assessed prior to his release from custody. This is a multi disciplinary process and referrals can also be made for job search, employment advice and access to Job Centre + vacancies via the virtual campus network.</p> <p>Offender Supervisors will continue to work with those prisoners who are in scope and advice, guidance and signposting to employment will be undertaken where appropriate.</p> <p>Education. Manchester College are the provider under OLASS 4. The curriculum is designed on a needs analysis of the offender population and provides a maximum of 338 activity spaces. Vocational training is delivered in Catering (City and Guilds), City and Guilds basic construction (bricks and tiling), City and Guilds Painting and Decorating, Joinery, Horticulture (again both City and Guilds), NVQ Industrial cleaning, ABC Renewable energy/motor mechanics.</p> <p>The OLASS 4 provision covers, functional skills – entry to level 2, IT digital publishing, business studies, employability studies, cookery, creative art, ESOL, higher education, programmes support, outreach services to segregation/in cell for vulnerable prisoners.</p> <p>Non OLASS provision, providing 163 spaces in, yards party, orderlies, sports academy, farms and gardens, kitchens, production workshop, waste management,</p> <p>OLASS 4 provision of Employability skills – this covers CV writing, self assessment for work and interview skills and techniques.</p> <p>The establishment operates the DWP “Work Programme” from the Reducing Reoffending hub with Job Centre plus. This scheme enables prisoners to have a referral to the Work Programme immediately on release and to provide a true ‘through the gate’ service. Part of this process involves undertaking the Job Seekers Allowance claim at the establishment prior to release thus ensuring the prisoner has access to benefits at the earliest opportunity upon release. The prison</p>	

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	leaver will remain on the Work Programme for the standard period of two years unless they move into employment.	
Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement	<p>We will continue to measure our success through assessing trends in adjudications, violence management and MDT data and longer term through the findings from external scrutiny such as MQPL and HMIP visits. This data will flow naturally through the SMT management meetings and inform the local agenda in forums such as the reducing Re-offending committee to ensure an integrated and effective provision</p> <p>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.</p>	commissioned in partnership with region
Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	<p>National Careers Service offer full advice and guidance service in conjunction with Job Centre plus. All non recalled prisoners are seen on induction with a follow up process in place. All work is co-ordinated through the sentence management process.</p> <p>Achieve North West provide an employment and training service and these prisoners are picked up 2 months before release on the resettlement course.</p> <p>Both agencies provide a full monthly report for SDR purposes and fully contribute to the establishment's vision, goals and values statement and performance delivery.</p>	<p>regional contract co commissioned</p> <p>regional contract co commissioned</p>
Prisoners can access services that enable them to manage housing needs created as a result of their custody.	<p>The housing service is provided by Shelter who see all prisoners on Induction and again during the resettlement course. If there is a housing need they will engage through the sentence with the prisoner, co-ordinating their efforts through the sentence management process.</p> <p>They provide a full monthly report for SDR purposes and fully contribute to the establishments vision, goals and values statement and performance delivery</p>	regional contract co commissioned
Prisoners can		

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access services to enable them to address personal financial management issues created as a result of their custody.	<p>The finance, benefit and debt service is provided by Shelter who see all prisoners on Induction and again during the resettlement course. If there is a personal financial management need they will engage through the sentence with the prisoner. Co-ordinating their efforts through the sentence management process.</p> <p>They provide a full monthly report for SDR purposes and fully contribute to the establishments Vision, Goals and values statement and performance delivery.</p>	regional contract co commissioned
Prisoners can access available services which enable them to address their family welfare and family support needs.	<p>POPS have been contracted to provide a family engagement worker who will engage both prisoners and families to address their welfare and support needs</p> <p><u>Domestic Visits</u></p> <p>The Chaplaincy will provide a family visits service and additional family support through pastoral services.</p> <p>The Dads' course will be operated in collaboration with Sure Start.</p>	regional contract co commissioned
Prisoners have equivalence of access to health services in custody as in the community.	<p>On reception, prisoners current health needs assessment is reviewed, prisoners are subsequently signposted and supported in tackling any additionally identified needs</p> <p>Prisoners are provided the contact details for existing community health related services</p> <p>The health care provider (LCFT) manages a number of commissioned and co-commissioned services to include,</p> <p><u>Physical Health</u></p> <p>Chronic disease management</p> <p>Triage clinics</p> <p>Vaccination clinics</p> <p>Well man clinics</p> <p>Health promotion</p> <p><u>Learning Disability Nurse</u></p> <p><u>Mental Health Nurses and Psychiatrists</u></p> <p>Provide all primary and secondary care</p> <p>GP</p> <p>Sexual Health</p> <p>Chlamydia screening</p>	nationally co commissioned NHS England

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	<p>Dentist Podiatry Optician Smoking Cessation</p> <p>Prisoners have access to Primary and Secondary health services, including mental health services, commissioned through Health which are managed through the PHPQI process and monitored through the PHOG and contract meetings to ensure the service is equivalent or better than that on offer in the community.</p>	
<p>Prisoners can access treatment, services, advice and support around drug and alcohol needs.</p>	<p>CRI (Crime Reduction Initiatives) runs the Prison Recovery Service in HMYOI Lancaster Farms, and started to deliver this service on 01 July 2013.</p> <p>The team deliver an array of services designed to support a 'Recovery' based treatment model which addresses drug and alcohol use. These include:</p> <ul style="list-style-type: none"> <li>• Active engagement in the prison Induction programme to ensure all offenders have an awareness and knowledge of the Prison Recovery Service</li> <li>• Assessment of need in relation to drug and alcohol use</li> <li>• Recovery Planning in order to support service users in identifying goals and strengths to use on their recovery journey</li> <li>• Psychosocial Interventions</li> <li>• Brief interventions for drugs and alcohol</li> <li>• Medically assisted recovery including substitute prescribing and prescribing aimed at supporting drug free recovery</li> <li>• Services which promote Harm Minimisation; these include working on Harm Reduction, Supply Reduction and Demand Reduction.</li> <li>• Blood Borne Virus screening, testing and counselling, including offering vaccinations, support and advice. This service also includes supporting service users engaged in BBV treatment.</li> <li>• Drug testing to support recovery, including alcohol testing</li> <li>• Assessment of suitability to support future treatment options</li> </ul>	<p>regionally co commissioned CRI</p>

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	<ul style="list-style-type: none"> <li>• Mutual Aid</li> <li>• Working with families to support an individuals' recovery within the family and within their home community</li> <li>• Working with Leaving Care workers in order to support service users who are 'looked after children' on release</li> <li>• Linking recovery to communities and enhanced 'through the gate' work, including the facilitation of three way meetings with community agencies to ensure a seamless transition into the community on release</li> <li>• Participation in and attendance at meetings within the establishment in order to support the wider recovery of an offender such as Safer Custody, Public Protection, Drug Strategy.</li> <li>• Partnership working with other departments and agencies such as Offender Management, Education, SOVA, Shelter, Healthcare and Offending Behaviour Programme staff.</li> </ul> <p>The service will be underpinned by a Recovery Unit where service users can receive focused drug and alcohol services, alongside Recovery Co-Coordinators and peer mentors</p>	
Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.	Any offenders subject to DV or sex abuse will be supported through the Healthcare services but will also be signposted to other community based support services.	Local Authority Co-commissioned
Prisoners who have been sex workers can access services that offer them advice and support.	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	<b>Total no. of Prisoners within Segment</b> <ul style="list-style-type: none"> <li>Use the segmentation data tool on the NOMS Performance HUB to get the numerical data you need to populate this column</li> </ul>	<b>Strategic approach to meeting the needs of the segment</b>  <b>Title and description of rehabilitative services/interventions and case management activities</b> <ul style="list-style-type: none"> <li>Give the title and a brief description of the case management activities offered to offenders in each segment</li> <li>Give a brief description of the range of rehabilitative services and interventions offered to offenders by segment. Include any accredited programmes on offer.</li> <li>Use the guidance on targeting in Commissioning Intention 4a</li> <li>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.</li> </ul>	<b>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</b> <ul style="list-style-type: none"> <li>It is not necessary to record volumes for case management activities</li> </ul>
All Offenders but where service is targeted by need rather than risk	530	<p>All offenders will have access to the Core Offer as described in Table 4a.</p> <p><u>Resettlement</u></p> <p>We will provide a resettlement course that targets prisoners 2 months before release and deals with all resettlement issues on a need basis.</p> <p><u>Bereavement Counselling - Living with Loss</u></p> <p>Looks to offer support to those who have suffered loss; advice and guidance. This course examines the feelings and reactions to loss and the possibility of letting go. The content of the sessions are though input from the leader, discussion and use of DVDs picking up the themes of loss, guilt, and bereavement. It offers an opportunity to share in the ‘taboo’s’ surrounding these issues and how best we can try to handle the often difficult and vulnerable feelings which are exacerbated by being in prison. Offered on a needs led basis</p> <p><u>Parenting</u></p> <p>Looks to provide fathers in custody with the skills they have not been able to gain due to the separation from the family. Safe Ground has commissioned a number of independent reviews of the Family Man</p>	locally commissioned

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		<p>programme.</p> <p>Boswell Research Fellows' study (2011) concluded. "There could be little doubt the enduring impact this programme had made on these men and their families or of its consequent potential to strengthen the social bonds which could contribute to subsequent desistance from crime."</p> <p>Professor James McGuire (2009) deduced that the programme provides an opportunity for students to undergo a process of cognitive (acquiring and understanding knowledge), affective (developing attitudes towards family) and psychomotor (learning skills) change.</p> <p>The most recent evaluation assessed the value of the Family Support Worker and Boswell (2010) concluded "the presence of a support service such as these FSWs offer was vital in maintaining and strengthening family links and supporting resettlement."</p> <p>In addition the programme is mapped to a number of National Open College Network (NOCN) awards, providing the opportunity for students to gain nationally recognised accreditation.</p> <p>NOCN Awards,</p> <p>Students can achieve certification in the following.</p> <ul style="list-style-type: none"> <li>• Family Relationships, level 1</li> <li>• Group and Teamwork Communication Skills, Level 1</li> <li>• Developing Personal Development Skills, Level 1</li> <li>• If all three of the above units are achieved, students will also gain a full qualification: Level 1 award in Progression.</li> </ul> <p>City and Guilds Functional Skills</p> <ul style="list-style-type: none"> <li>• Students can evidence Functional Skills, English, Level 1</li> </ul> <p><u>Psychological Services</u></p> <p>The establishment will have access to Public Sector Prisons NW Regional Forensic Psychological Services in accordance with the formal prioritisation protocol .This includes providing risk assessments, and individual interventions as directed by the Parole Board. Other risk assessments for MAPPA may be provided on the basis of risk in accordance with the prioritisation protocol. PSP-Forensic Psychological Services contribute to the delivery of high intensity programmes, mostly in the form of Treatment Management, some delivery and the production of specialist treatment assessments such as SARs, and HCR-20. Where resources allow they may also provide, training where psychological knowledge is of added value, and consultancy services to Governors in relation to the management of prisoners or the development of regimes. Further detail of individual prison commitments can be found in</p>	<p>regionally co commissioned</p> <p>regionally co commissioned</p>
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		<p>the annex of the SDA between PSP-FPS and the DDC. This is all on a needs led basis.</p> <p><u>Restorative Justice</u></p> <p>RJ gives victims the opportunity to explain the impact of crime upon them, to seek an explanation and apology from the offender, or to play a part in agreeing restorative or reparative activity for the offender to undertake. RJ seeks to hold offenders to account and enable them to face the consequences of their actions and the impact it has had on others. Evidence indicates that when delivered and targeted effectively RJ conferencing has a positive impact on reducing reoffending and high levels of victim satisfaction. It increases public confidence and is proved to work. We will be undertaking various RJ activities and victim awareness sessions in partnership with the Sycamore Tree project.</p> <p><u>Smoking Cessation</u></p> <p>A Smoking Cessation service is available for all Young Adults who voluntarily wish to be referred. There is not a target figure for this service as it is based on needs and self referrals.</p> <p><u>Gym</u></p> <p>The Gym offers courses open to all Young Adults which have an emphasis on supporting the development of life skills. The PE department operates an academy programme offering qualifications as well as providing recreational gym and fitness facilities.</p> <p><u>Samaritans</u></p> <p>Samaritans – This is a national organisation, working to provide support to people in crisis. They provide training for the Listeners scheme internally and phone contact through the Samaritans phone system nationally. Once prisoners have been trained as Listeners, they are able to provide a support network for Young Adults 24 hours per day. WE have partnership arrangements with the Lancaster branch of the Samaritans.</p> <p><u>Listeners</u></p> <p>Listeners - Young Adults are trained as listeners to support other Young adults in crisis. These peers are supported by the Samaritans. Listeners are available in Reception to support Young Adults as they arrive at Lancaster Farms.</p> <p><u>Foreign National Prisoners</u></p> <p>Foreign National Prisoners are supported through the Safer Custody and Equalities Team who provide individuals with relevant information and also organise surgery sessions with the UKBA representatives where the need arises.</p> <p><u>A-Z Motivation</u></p> <p>The A-Z programme is a short motivational intervention (unaccredited) which aims to increase offenders' motivation to participate in other interventions or regimes, or to make changes to their lives which would impact on desistance from re-offending. The aim is for participants to explore their lives to date, consider the choices they have made and where they see themselves in the future including setting pro-social goals</p>	<p><b>nationally co commissioned</b></p> <p><b>nationally co commissioned</b></p>
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Sexual Offenders	15 (3%)	<p>The offenders in this group will receive the services provided to 'All Offenders – where service is targeted by need rather than risk' In addition: access to TSP and RESOLVE where appropriate Access to A-Z</p> <p>This is not an SOTP site so we need to move sex offenders on if they are eligible for an accredited programme. Where <b>OASys</b> 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</p>	

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		to serve).	
Violent offenders	166 (32%)	<p>The offenders in this group will receive the services provided to 'All Offenders – where service is targeted by need rather than risk' In addition: access to TSP and RESOLVE where appropriate Access to A-Z</p> <p><u>RESOLVE</u> RESOLVE is a CSAAP Accredited CBT programme that applies cognitive-behavioural techniques to address the management of aggression and hostile attitudes towards others. It also targets emotional management, impulsive decision making and risk management. The international evidence is that this type of approach can reduce violent reoffending but this is still a young programme and we therefore have to wait for UK evidence to accrue on its impact on reconviction outcomes. The programme is based around group sessions but allows for individualised work and the development of a personal portfolio to take place. Prisoners whose offences are linked to Domestic Violence are not identified for this intervention.</p> <p>Where <b>OASys</b> has not already been completed, we will prioritise violent offenders for early OASys completion and subsequent reviews (as well as sexual offenders, and ensuring OASys is completed for those with no PSR first or shortest time left to serve).</p> <p>We will take <b>OVP</b> into consideration when targeting activities and services for violent offenders.</p> <p>For TSP, we will also include <b>OGRS 25 – 49% violent offenders</b> as we have enough places on TSP to cover their need, though first priority will be given to the 50+ OGRS violent offenders</p> <p>Where we have violent Offenders with an <b>OVP score above 60%</b> (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 delivery site 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><b>DV offenders:</b> we will flag offenders with a DV flag on OASys, for assessment using SARA. Where their risk is above 'low' we will assess their suitability for a DV intervention and transfer them to an appropriate delivery site when they are suitable. For those DV offenders that are high risk on the SARA assessment, we will also prioritise offenders from this group for higher intensity risk management including monitoring of visits, effective sharing of intelligence with external partners, and, where necessary monitoring of correspondence.</p>	

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Indeterminate Sentenced Prisoners (ISPs)	14 (3%)	<p>The offenders in this group will receive the services provided to 'All Offenders – where service is targeted by need rather than risk' In addition: access to Offending Behaviour Programmes where appropriate Access to A-Z</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>	
Low likelihood of any reconviction OGRS 0-24%	29 (6%)	<p><b>Low intensity case management</b> 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><b>Low intensity case management includes:</b> 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><b>Risk management</b> – 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"> <li>• <b>Our minimum risk management</b> approach for all offenders is based on partnership between the OMU, Security Department and others as required, so that all risk information is shared.</li> <li>• <b>Medium ROSH ratings</b> prompt a pro-active approach to observing and recording behaviour, and sharing information across the prison, and restricting/monitoring visits where necessary.</li> <li>• <b>High/Very high ROSH ratings</b> 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.</li> </ul> <p>Offenders within this OGRS band will have access to the core rehabilitative offer as per table 4a. In general, <b>no additional rehabilitation services</b> are offered to offenders in this OGRS band (see specific approaches above for violent offenders, sexual offenders and</p>	

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		indeterminate sentence prisoners).	
Medium likelihood of any reconviction OGRS 25-49%	58 (11%)	<p><b>Low Intensity case management will be provided (as described in 0-24% above)</b> 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><b>Additional Accommodation, Employment, Families and FBD services (as listed in OGRS band 50-74% box)</b> – Offered to offenders within this OGRS band where spaces are not taken by higher OGRS offenders.</p> <p>Offenders in this risk band will be considered for TSP and Resolve but will not secure a place above someone with a higher OGRS score.</p> <p><u>Restorative Justice Conferencing</u></p> <p>RJ gives victims the opportunity to explain the impact of crime upon them, to seek an explanation and apology from the offender, or to play a part in agreeing restorative or reparative activity for the offender to undertake. RJ seeks to hold offenders to account and enable them to face the consequences of their actions and the impact it has had on others. Evidence indicates that when delivered and targeted effectively RJ conferencing has a positive impact on reducing reoffending and high levels of victim satisfaction. It increases public confidence and is proved to work. We will be undertaking various RJ activities and victim awareness sessions in partnership with the Sycamore Tree project.</p>	
High likelihood of any reconviction OGRS 50- 74%	130 (25%)	<p><b>Medium Intensity case management will be made available to as many offenders in this OGRS band as resources will allow.</b> We will begin by prioritising violent offenders with OVP 30%+, sex offenders with a RM2000 above 'low' and all indeterminate sentenced offenders for this level of service.</p> <p><b>Medium intensity case management includes:</b> 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><b>Short sentence prisoners and those in the last 12 months of their sentence in this OGRS band who</b> 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><b>TSP: Non-acquisitive offenders</b> in this OGRS band are offered assessment for and a place on <b>TSP</b>.</p>	<ul style="list-style-type: none"> <li>The target number of completions for TSP are 42 and for Resolve are 18. It is difficult to quantify the numbers for individual risk groups but offenders will be selected using clinical judgement and the segmentation</li> </ul>

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		<p><b>Acquisitive offenders:</b> We are working with co-commissioning partners to ensure that acquisitive offenders who need drug treatment are able to access it. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment.</p> <p><b>Accommodation</b></p> <ul style="list-style-type: none"> <li>• <b>NACRO</b> – Good tenancy course</li> <li>• <b>Stonham Housing</b> - providing mentoring to support Offenders in finding accommodation</li> </ul> <p><b>Employment</b></p> <ul style="list-style-type: none"> <li>• <b>OLASS provision of employability skills</b> including CV writing and interview techniques</li> <li>• <b>St Giles</b> – mentoring support to gain employment</li> </ul> <p><b>Families</b></p> <ul style="list-style-type: none"> <li>• <b>Family days/child centred visits</b> – (all offence types) to develop and maintain family contact and enable consolidation of learning from parenting and relationship skills courses.</li> <li>• <b>Parenting and relationship skills courses</b></li> <li>• <b>Maintaining family relationships</b> – home work clubs, story book Dads</li> <li>• <b>Family engagement services</b> – specific case-work as part of LA initiatives</li> </ul>	<p>data available at the time. It is anticipated that TSP will be mainly appropriate for the lower OGRS scores, while RESOLVE is more appropriate for OGRS 70% and above, although there may be some overlap depending on clinical need.</p>
<p>Very high likelihood of any reconviction OGRS 75-89%</p>	<p>230 (44%)</p>	<p><b>Highest intensity case management</b> 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><b>Highest intensity case management is</b> 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><b>Acquisitive offenders:</b> 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 HMYOI Lancaster Farms. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment.</p> <p><b>Short sentence prisoners:</b> those that are nearing the end of their sentence, will be prioritised to access rehabilitative services to support their resettlement needs.</p> <p><b>TSP: Non-acquisitive offenders</b> in this OGRS band are offered assessment for and a place on <b>TSP</b>.</p>	



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		<b>Additional Accommodation, Employment and Families services (as listed in OGRS band 50-74% box).</b>	
Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	72 (14%)	<p><b>Over 12m - Highest Intensity case</b> management – as medium intensity but with frequent / longer supervision sessions (but with a clear purpose linked to the aims of the sentence), including commissioning specialist one to one interventions as required, 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><b>Short sentence prisoners:</b> 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><b>Additional Accommodation, Employment and Families services (as listed in OGRS band 50-74% box).</b></p>	

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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)
<b>Living Skills Programmes</b>		
Thinking Skills Programme ( <b>TSP</b> )	48	42
RESOLVE	20	18
<b>Grand Total</b>	<b>68</b>	<b>60</b>

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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)
1. (2a) There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.	<p>Lead - Head of Reducing Reoffending</p> <p>We will maximise investment of all partners and providers delivering services for offenders at HMYOI Lancaster Farms and maximise outcomes for offenders by ensuring they experience a seamless and joined up service. By September 2014 we will review who we work with and how we work with them and ensure that all contracts and service level agreements demonstrate how each service fits within the overall strategic context of the establishment. This review will include all statutory and non statutory, existing and new partners and providers (including by anticipating any changes as a result of Through the Gate). We will develop a plan which describes how, within 9 months we will deliver:</p> <ul style="list-style-type: none"> <li>• 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)</li> <li>• 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)</li> <li>• Leadership which actively enables and integrates services, where partnership working arrangements improve performance and aid resolution of issues</li> <li>• An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others</li> <li>• An agreement on how to safely use and share data and information</li> </ul> <p>The Governor and Head of Reducing Reoffending will attend a stakeholder event to inform all prospective bidders of the TTG requirements for Lancaster Farms. A workstream will be led by the Head of Reducing Reoffending which will oversee the implementation and integration of new TTG arrangements with various partners. This will be monitored through the MTT governance</p>	Yes

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	board both locally and with the DDC on a monthly basis.	
<b>2. (2c) 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 support both health and justice outcomes</b>	<p>Lead – Head of Reducing Reoffending</p> <p>HMYOI Lancaster Farms will work with our substance Misuse partner organisation CRI to establish a Recovery Unit to support offenders wishing to undertake a recovery lifestyle. The unit will enable a residential community offering a supportive environment for prisoners seeking a recovery lifestyle from substance misuse. Prison Officers will be trained as members of a recovery team working alongside CRI recovery workers. The unit will be identified and commence operation by June 2014.</p>	yes
<b>3. (6c) Ensure the efficient use of prison places through development and implementation of local bail strategies and use of HDC for appropriate offenders, including making full use of Bail Accommodation and Support Service.</b>	<ul style="list-style-type: none"> <li>- develop a monitoring system for BASS referral and placement trends by September 2014</li> <li>- investigate when referrals are outside the expected range for the prison HDC releases ( we expect the number to be negligible, as the current population rarely need to access the service)</li> </ul> <p>Lead – Head of OMU</p>	Yes
<b>4. (4a) Use segmentation and local data sources to target resources for rehabilitation</b>	<p>Lead – Head of Reducing Reoffending</p> <p>Substance misuse service providers (CRI) will introduce a prison substance misuse programme</p>	yes

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services, case management and risk management where they deliver the greatest outcomes for investment.	called 'Foundations of Recovery', which aims to support service users tackle drug and alcohol use and lead service users to a healthier life, both in and beyond prison. The Programme can help to identify the best way to address drug or alcohol use and can also help with other misuse problems such as issues with prescription medications and can also work with families to support recovery – plans to be in place by June 2014, with delivery to commence before the end of September.	
5. (4a) Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they deliver the greatest outcomes for investment.	<p>Lead – Head of Reducing Reoffending</p> <p>CRI will include in future services the development of peer mentors, who will be service users with personal experience of achieving recovery through various treatment pathways and who will be able to support others in the wider prison community on their recovery journeys – by September 2014 provided suitable prisoners can be identified</p>	yes
6. (4a) Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they deliver the greatest outcomes for investment.	<p>Lead – Head of Reducing Reoffending</p> <p>Programmes staff to be selected and trained to deliver the RESOLVE programme by 31 July 2014, with delivery to commence by 01 August 2014 to facilitate delivery of 2 courses</p>	No
7. (4a) Use segmentation and local data sources to target	<p>Lead – Head of Reducing Reoffending</p> <p>Train staff to enable the delivery of accredited qualifications in waste management and the</p>	No

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resources for rehabilitation services, case management and risk management where they deliver the greatest outcomes for investment.	kitchens by September 2014	
8. (4b) Ensure the use of custodial capacity delivers the most cost-effective configuration of places and meets the MOJ's strategic requirements and the needs of cocommissioning and delivery partners whilst reducing cost.	Subject to provision of facilitative resources RJ conferences will continue to be delivered at Lancaster Farms . Discussions to be held with L & CP & CC to provide additional resources.	yes
9. (1b) All practitioners to consistently demonstrate behaviours that support rehabilitation and desistance.	Lead – Head of Safer Custody and Equalities Staff to deliver recode/Communication training will be identified by April 2014 and it is expected that delivery will commence by August 2014 when the staff have been trained.	
10. (2e ) Work with Local Authorities to promote inclusion and access to maximised benefits to prisoners' families.	Lead – Head of Reducing Reoffending  To support regional initiative in carrying through a county wide agreement to provide resources which can be drawn on at will should the need arise – by December 2014.	

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

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

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

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27	Manage Prisoner Finance	Existing service specification which remains in force	
28	Prisoner Retail	Existing service specification which remains in force	
29	Enablers of national co-commissioned services in prisons	Existing service specification which remains in force	
30	Processing and Resolution of Prisoner Complaints	Existing service specification which remains in force	
31	Manage the Custodial Sentence - Categorisation & Allocation for Custody	Existing service specification which remains in force	
32	Manage the Custodial Sentence - Manage the Sentence Pre & Post Release from Custody	Remains in force until all outputs in new specification (Manage the Custodial and Post Release Periods) go live	
33	Manage the Custodial & Post Release Periods <sup>+</sup>	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	

<sup>+</sup> 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)	Yes	Go live April/May 2014



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Table 7c: Service Options, above the national minimum		
(which are commissioned under this SLA)		
Service specification	Output(s) commissioned	Service Option Commissioned [ YES / NO]
Cell & Area Searching	A risk assessed programme of routine area searching is agreed, documented and completed correctly. <b>HSE only</b>	No
Cell & Area Searching	Assurance is sought through a risk assessed programme of covert testing. <b>Non HSE</b>	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.	No
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.	No
Visits - Services for Visitors	Private meetings can be facilitated between visitors and Partner Agencies.	Yes
Visits - Services for Visitors	There are facilities for children to play whilst waiting to visit a prisoner.	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.	No
Mandatory Drug Testing	Prisoners found guilty of misuse of Class B and/or Class C drugs or who frequently refuse to comply with MDT testing may be subject to a Frequent Testing Programme.	Yes
Mandatory Drug Testing	Prisoners may be subject to Reception testing.	Yes
Prisoner Employment, Training & Skills	Prisoners have the opportunity to gain industry recognised and accredited qualifications through employment, training and skills according to risk and need.	Yes
Prisoner Employment, Training & Skills	Qualifications gained are aligned with market needs and within the Qualifications and Credit Framework	Yes
Deliver Accredited Programmes	Competent staff are contributed to the national training provision as agreed by the commissioner. <b>Output wording subject to revision</b>	Yes

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 )	0.5 hours daily	
Physical Education	Minimum number of PE hours [per week] (Row 1 of the Specification) (As calculated using the SBC published spreadsheet product)	2.5 hours weekly	

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8. Activity Places (Work and Prison Services)

Table 8a: Agreed Activity Allocation places

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

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

INDUSTRIES (ONE3ONE)										
INDUSTRY SERVICE CODE	WORKSHOP NAME	Maximum number of prisoner places per activity (planned per week total for 2014-15)	TOTAL STAFF NUMBERS	CORE HOURS PER WEEK	Annual Internal Soft Charged Sales Predictions	Annual Internal Hard Charged Sales Predictions	Annual External Sales Predictions	Annual Internal Soft Charged Materials Predictions	Annual Internal Hard Charged Materials Predictions	Annual External Materials Predictions
	Industries - land based activities	12	2	28	0	0	0	0		
	Industries – other workshop	12	1	28						
<b>Total</b>		24	3	28						

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**Table 8b: Services (not industries)**

Table 8b CU095b (Hours Worked in Services) – this should contain services that are measured under this specific metric			
Activity Service Code	Service Description	Maximum number of prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
HU1 Wing Activities			
HU2 Wing Activities			
HU3 Wing Activities			
HU4 Wing Activities			
HU5 Wing Activities			
HU6 Wing Activities			
Kitchen		16	28
Orderly Cleaners		16	28
Recycling Activity		12	28
Weekend Activity		0	28
Works Department		0	28
Wing Cleaning		40	28
Other Occupations		62	28
<b>Sub total</b>		<b>146</b>	<b>196</b>

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**Table 8c- other permanent activity places**

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

<b>Table 8c: Other Activities</b>			
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	Pre-Entry	8	28
	IFS E3	8	28
	IFS 1	12	28
	IFS 2	12	28
	IFS 3	12	28
	IFS 4	12	28
	Higher Education	12	28
Core Education Classes	Programmes Art (Not year long, runs when TSP runs)	8	12
	In-Cell	10	12.5
	Ullswater	6	12
	Go-Shop	3	7.5
Education Induction Assessment	Induction 1	12	26.5
	Induction 2	12	26.5
Education leading to accreditation	Digital Publishing	10	28
	Cookery	8	28
	Creative Arts	10	28
	ITQ	10	28
	Employability Skills 1	10	28
	Employability Skills 2	12	28
	Business Enterprise	10	28

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	Sports Academy	12	28
	Resettlement (World of work)	10	16.5
PE Leading to QCA Qualifications	-	-	-
Skills training leading to Accreditation*	Wall Tiling	10	28
	Renewable Energy	10	28
	Catering	12	28
	Bricks	12	28
	Joinery 1	10	28
	Joinery 2	10	28
	P+D 1	9	28
	P+D 2	9	28
	Motor Mechanics	10	28
	Horticulture	10	28
	Kitchens NVQ Support	8	6.5
	Industrial Cleaning	8	28
ROTL	-	-	-
Prison Induction Courses/Interviews	-	-	-
Other	-	-	-
<b>Sub total</b>		<b>337</b>	<b>890</b>
* All these VTC courses have basic skills elements embedded delivered in classroom within workshop			
<b>Table 8 Total</b>		<b>507</b>	

### 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	5h 01m	0h 27m	1h 03m	0h 39m	0h 47m	7h 59m
Tue	5h 01m	0h 27m	1h 03m	0h 39m	0h 47m	7h 59m
Wed	5h 01m	0h 27m	1h 03m	0h 39m	0h 47m	7h 59m
Thu	5h 01m	0h 27m	1h 03m	0h 39m	0h 47m	7h 59m
Fri	3h 20m	0h 27m	3h 23m	0h 30m	0h 27m	8h 08m
Sat	0h 40m	0h 27m	3h 37m	0h 30m	0h 01m	5h 16m
Sun	0h 43m	0h 27m	3h 37m	0h 30m	0h 02m	5h 20m

#### 5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	4h 41m	0h 27m	1h 31m	0h 37m	0h 43m	8h 01m

#### 7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	3h 33m	0h 27m	2h 07m	0h 35m	0h 31m	7h 14m

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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 100.00 %
<a href="#">CU 001</a> Discharge to Court	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	%	%	%	%	%	%	%	%	%	%
<a href="#">CU 003</a> 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
<a href="#">CU 006</a> CAT A Escapes	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
<a href="#">CU 007</a> Escapes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<a href="#">CU 016</a> Mandatory Drug Testing (MDT)	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	
<a href="#">CU 031</a> Control & Restraint (C&R) Training	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	%	%	%	%	%	%	%	%	%	
<a href="#">CU 060</a> Tornado Commitment																		17.00
<a href="#">CU 074</a> MQPL BME Score	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50
	0	0	0	0	0	0	0	0										
<a href="#">CU 056</a> 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
	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
<a href="#">CU 057</a> Self Harm Audit (A&CA)	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.40
	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
<a href="#">CU</a> HMIP Resettlement	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	2.95

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<a href="#">067</a>		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
<a href="#">CU</a>		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.79
<a href="#">075</a>	HMIP Respect	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
<a href="#">CU</a>		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.92
<a href="#">077</a>	HMIP Safety	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
<a href="#">CU</a>		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
<a href="#">078</a>	HMIP Purposeful Activity	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
<a href="#">CU</a>		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
<a href="#">076</a>	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	3.00
<a href="#">CU</a>		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
<a href="#">079</a>	MQPL Decency	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
<a href="#">CU</a>																			
<a href="#">088</a>	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 100.00 %
<a href="#">CU</a>	Release on Temporary Licence																		
<a href="#">002</a>	(ROTL)	95.0 0 %	95.0 0 %	95.0 0 %	95.0 0 %	95.0 0 %	95.0 0 %	95.0 0 %	95.0 0 %	95.0 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %
<a href="#">CU</a>	Generic Parole Process (GPP)																		
<a href="#">043</a>		90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
<a href="#">CU</a>	OASys Quality																		
<a href="#">083</a>		90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
<a href="#">CU</a>	Return of MAPPA F Forms																		
<a href="#">086</a>		90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
<a href="#">A</a>																			
<a href="#">CU</a>	ViSOR Effectiveness (Prison)																		
<a href="#">089</a>		90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	90.0 0 %	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 100.00 %
<a href="#">CU</a>	Sex Offender Treatment Programme																		
<a href="#">019</a>	(SOTP) Completions																		942
<a href="#">CU</a>	Offending Behaviour Programme																		
<a href="#">021</a>	(OBP) Completions													60.00 60.00					6,456.0



## OFFICIAL

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### 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
<a href="#">CU 013</a> Settled Accommodation on Discharge	91.0 0 %	91.0 0 %	91.0 0 %	91.0 0 %	91.0 0 %	91.0 0 %	91.0 0 %	91.0 0 %	91.0 %	91.00 %	91.00 %	91.00 %	91.00 %	91.00 %	91.00 %	91.00 %	91.00 %	
<a href="#">CU 014</a> Training / Education on Discharge	35.0 0 %	35.0 0 %	35.0 0 %	35.0 0 %	35.0 0 %	35.0 0 %	35.0 0 %	35.0 0 %	35.0 %	35.00 %	35.00 %	35.00 %	35.00 %	35.00 %	35.00 %	35.00 %	35.00 %	
<a href="#">CU 015</a> Employment on Discharge	15.0 0 %	15.0 0 %	15.0 0 %	15.0 0 %	15.0 0 %	15.0 0 %	15.0 0 %	15.0 0 %	15.0 %	15.00 %	15.00 %	15.00 %	15.00 %	15.00 %	15.00 %	15.00 %	15.00 %	
<a href="#">CU 095a</a> 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
<a href="#">CR 003</a> Staff Sickness Absence																		
<a href="#">CU 036</a> Correspondence Response Times	95.0 0 %	95.0 0 %	95.0 0 %	95.0 0 %	95.0 0 %	95.0 0 %	95.0 0 %	95.0 0 %	95.0 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	94.44 %
<a href="#">CU 063</a> Water Consumption																		
<a href="#">CU 094</a> Energy Efficiency (CO2e)																		
<a href="#">CU 081</a> 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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