



National Offender  
Management Service

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

**Between**

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

**Her Majesty's Prison Service**

**for**

**HMP Preston**

**Local Establishment Annex 2014-15**

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<b>Version Control Table</b>		
<b>Version No.</b>	<b>Reason for Issue / Changes</b>	<b>Date Issued / Amended</b>
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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	<b>HMP &amp; YOI Preston</b>
Establishment type	<b>Local resettlement</b>
Specialist function	
Security Category / Categories:	<b>Category B or lower</b>
Annual Operating Price	<b>13,754,203</b>

#### 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	406
Operational Capacity	743

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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<b>Table 2b: Population Allocation Specification</b>	
Gender:	Male prisoners only
Age:	Adults (21 and over) and Young Adults (18-21)
Security Category:	Category B or lower
Sentence Status:	Remand and Sentenced (sentenced YAs moved within 14 days)
Sentence Length / Type:	No restrictions 39% unsentenced, 36% resettlement,
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.

<b>Table 2c: Population Assumptions – Origin of the Population</b>
<i>HMP &amp; YOI Preston is a local prison holding male prisoners aged 18 and over. The population is mainly comprised of remand prisoners and newly sentenced prisoners. This establishment mostly holds prisoners remanded or sentenced by courts in the North West regions and receives most of its prisoners from courts in the area, particularly Preston and Blackpool.</i>

<b>Table 2d: Population Assumptions – Estimated Background of the Population</b>							
<b>OCTOBER 2014</b>							
	Cat A	Cat B	Cat C	Cat D	Male YO	Other	Total
Prisoners on remand, convicted unsentenced, or sentenced uncategoryed	0	N/A	N/A	N/A	17	235	<b>252</b>
Prisoners sentenced to less than 12 months	N/A	N/A	70	11	3	5	<b>89</b>
Determinate prisoners serving 12 months or more but less than 4 years	N/A	N/A	N/A	N/A	N/A	N/A	<b>0</b>
Determinate prisoners serving more than 4 years	N/A	N/A	N/A	N/A	N/A	N/A	<b>0</b>
Indeterminate prisoners	N/A	N/A	N/A	N/A	N/A	N/A	<b>0</b>
Determinate and indeterminate Recallees	N/A	N/A	2.0476190476	25	2	N/A	<b>29</b>
Non-criminals	N/A	N/A	N/A	N/A	N/A	N/A	<b>0</b>
Resettlement	N/A	N/A	265	30	8	N/A	<b>303</b>
Discretionary	N/A	N/A	40	30	N/A	N/A	<b>70</b>
<b>Total</b>	<b>N/A</b>	<b>N/A</b>	<b>377</b>	<b>96</b>	<b>30</b>	<b>240</b>	<b>743</b>
<b>Resettlement</b>	Yes	<b>Reset %</b>	40+1%	<b>Reset No.</b>	295 + 8	YA	
<b>Specialist Function</b>							

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**SECTION 2: ESTABLISHMENT DELIVERY**

<b>Table 3: Local Response to Commissioning Intentions</b>	
<b>CI Title &amp; No.</b>	<b>Response to Commissioning Intention</b>
<p><b>1. Enhance public protection and ensure a safe, decent environment and Rehabilitative culture.</b></p>	<p><b>1a There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.</b></p> <p>The Establishment Vision “HMP Preston will work collaboratively with commissioners, our partners and our community to challenge and assist offenders to change their lives in order to prevent victims, cut crime and make our communities safer” gives a clear indication of the establishments shared goal to reduce re offending.</p> <p>HMP Preston has a published Reducing Reoffending Delivery Framework which includes the Offender Journey. This is published in all areas and highlights who and what involvement each department has along that journey. The Journey outlines how offenders are directed and signposted in to relevant interventions. In addition there is a clearly published activity allocation process which includes relevant input form the Offender Supervisor, The National Careers Service and The OLASS provider. The Activities Hub allocates the relevant intervention in priority order based on assessment and need. This process ensures that a rehabilitative culture is used to address desistance factors.</p> <p>Consideration is being given to include a pro-social and rehabilitation module on the staff induction. This will ensure that all new staff, partners or directly employed, are aware of their responsibilities in relation to the impact they have on offender risks post release. At HMP Preston, the senior management team demonstrate positive behaviour with prisoners at all times. The SMT deal with prisoner issues timely, positively, and lead by example by performing their duties professionally in the presence of all who work at Preston prison. This positive behaviour is promoted and communicated through the bi lat system, SPDR’s, group meetings, staff</p>

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presentations and day to day contact with their line managers to staff. This is monitored via the complaints system, adjudications, incident reports, MQPL report. The data is analysed on a monthly basis through the SMT performance report and any concerns are raised and investigated by the senior manager responsible for the area where the concerns have been raised.

Locally we are promoting the Every Contact Matters initiative through poster campaigns, full staff briefings, group meetings and one to one interactions between managers and staff. The emphasis for this is to ensure that whenever staff come into contact with prisoners, either positively or negatively, that all staff actively seeks a positive outcome. During association periods staff are encouraged to communicate and engage with prisoners and deal with requests and applications.

The application process encourages all staff to deal with issues at the first stage of any application or complaint without the need to escalate to a higher level. All staff actively encourage all prisoners to participate with their sentence plan and positively engage with the IEP system. The IEP system is linked to sentence planning and the Personal Officer Scheme which actively promotes a positive approach to reducing re offending.

Evaluation and development of pro social modelling approaches of Every Contact Matters is organised through every SMT and monitored through Personal Officer Weekly Monitoring checks and high visibility of the SMT.

HMP Preston has already taken on the role of a Resettlement Local Prison and the criteria in tables 1 and 2b evidences this. The prison is involved in the Through The Gate Substance Misuse Testing that is being led by NOMS and NHS commissioners. The Head of Reducing Reoffending attends the relevant local and national programme board meetings and it is likely that HMP Preston will commence and deliver some of the testing work streams during 2014/15. This may include :-

- Reception/ Discharge Drug testing of all prisoners coming in to and leave custody.
- Use of the Community Engagement Centre to support a through the gate case management process for all offenders serving under 12 months
- A model of delivery, in partnership with statutory and voluntary agencies, which ensures all offenders on release have a peer mentor that encourages continued desistance.

Co-location of Offender Management, Substance Misuses Services, Resettlement Services, National

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Careers Services and The Activities HUB is planned. The new CRCs will then also be co-located in the same building, replacing the already contracted housing and finance and debt contractor. They may also be located in the Community Engagement Centre where they can provide TTG services to those on release and support families of those prior to release.

Years 2 & 3

Continue to maintain delivery of Year 1 intentions with further development to progress a rehabilitative culture. This can be seen in the development objectives. The above will all be monitored for compliance using various indicators and methods which will be highlighted in commissioning intention number 3 which is also monitored by the SMT through the Performance section of the Senior Management Team meetings.

### **1b All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance**

HMP Preston has in place a Personal Officer Scheme which is monitored by the Head of Residential Services and it is linked to the IEP system and sentence planning. This ensures that a personal officer has input into the prisoner's sentence planning process. The IEP system provides a tool for officers to utilise in order to promote good behaviour and engagement with sentence planning.

The following figures demonstrate the positive approach of the above initiatives. On average for the year 2013, 160 prisoners were recorded as enhanced, 13 recorded as basic with the remainder being standard. Further, on average, on a monthly basis there were only 140 adjudications which demonstrate a positive engagement by prisoners with the regime to reduce re offending.

Following the latest MQPL report (August 2012) prisoners felt looked after in their first few days in custody, that under the harmony dimension prisoners reported positively, prisoners encouraged respect and courtesy of others, and that staff often displayed honesty and integrity. Prisoners reported positively about being able to keep contact with their family.

An area of weakness highlighted by the MQPL report suggested that not all prisoners thought that Preston was a decent prison and that 44% of prisoners disagreed that the prison was well organised therefore included in the Development Objective for "further developing and rehabilitative culture" we will look to address this weakness.

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HMP Preston promotes a culture of positive relationship building with all prisoners. We will be implementing Every Contact Matters initiative through new ways of working. All members of the SMT will promote a positive approach through Every Contact Matters via group meetings, through the bi lat process and containment within the SPDR. This will be included in the Development Objective for “further developing and rehabilitative culture”

At HMP Preston, we work closely with our partner agencies such as LCFT, The Manchester College, Discover Drug and Alcohol Services, Shelter and other rehabilitative services. All staff are encouraged to work positively with our partnership agencies for the benefit of our prisoners. This is evidenced through full staff meetings, invites of partner agency leads to the Senior Management Team meetings and Governor weekly news letters. Any negative relationship issues with partner agencies are dealt with appropriately by the SMT and in partnership with the relative agency strategic leads.

All line managers are encouraged to participate in a coaching approach with all those whom they manage to encourage positive interaction with prisoners in all aspects of the work from entry to discharge. We are also looking to implement the Portland Experience with the 5 minute intervention approach. This will be included in the Development Objective “further developing and rehabilitative culture”

Staff are encouraged to have an awareness of a potential negative impact on desistance and are encouraged to take action to improve desistance by the Personal Officer Scheme, Violence Reduction Team (tackling anti social attitudes) This is monitored on a monthly basis through the Safer Custody Team. In addition we will further develop the Every Contact Matters agenda through the Development Objective “further developing and rehabilitative culture”

Areas where staff interact with prisoners on a daily basis are through the Reception process and First Night Procedures where staff are encouraged to ensure the first nights in custody are as positive as possible.

The induction process ensures that all partner agencies where appropriate, meet all new prisoners including the offender supervisor who will start to construct a sentence plan with the offender. Partner agencies play a key role at HMP Preston. All prisoners receive a full health and well being check by the healthcare provider; this is known as a well man appointment and is conducted within 24 hours of reception. This enables the health providers to assist prisoners to improve their physical and mental wellbeing whilst in custody. Prisoners are appointed a health service key worker where appropriate. A great emphasis is placed on

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partner agencies working together to deliver high quality services for prisoners from entry to exit.

Staff gather evidence through the above processes to positively engage prisoners and sign post them via the Offender Management process to future necessary interventions which may help towards a positive outcome for each prisoner.

All prison officers are required to introduce themselves to each prisoner as their personal officer and enter at least one comment on C Nomis every 2 weeks. They are also responsible for encouraging prisoners to engage in the regime to utilise their time purposefully whilst in custody with the aim of completing any sentence plan objectives set by the offender supervisor and offender manager.

All staff at HMP Preston who have front line contact with prisoners will be motivated to engage positively with prisoners in all they do. They are encouraged to deal with complaints at the lowest level possible and actively watch for deteriorating behaviour from prisoners. This is encouraged via the bi lat system, SPDRs and one to one meetings with their manager. Consideration is being given to include a pro social and rehabilitation module on the staff induction. This will ensure that all new staff are aware of their responsibilities to the impact they have on offender risks post release. This is included in the Development Objective for “further developing and rehabilitative culture”

All members of the SMT lead by example and encourage all members of staff to follow their lead by treating prisoners humanely and decently.

Prisoners are assessed on entry for risk of harm, risk of re offending and are sign posted to appropriate interventions. They are also identified for transfer to appropriate prisons in line with their sentence plan.

At HMP Preston, the senior management team demonstrate positive behaviour with prisoners at all times. They deal with prisoner issues positively and lead by example by performing their duties professionally in the presence of all who work at Preston prison.

This positive behaviour is promoted and communicated through the bi lat system, SPDR's, group meetings, staff presentations and day to day contact with their line managers.

This is monitored via the complaints system, adjudications, incident reports, MQPL report. The data is analysed on a monthly basis through the SMT performance report and any concerns are raised and

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investigated by the senior manager responsible for the area where the concerns have been raised.

Locally we are promoting the Every Contact Matters initiative through poster campaigns, full staff briefings, group meetings and one to one interactions between managers and staff. The emphasis for this is to ensure that whenever staff come into contact with prisoners, either positively or negatively, that all staff actively seek a positive outcome. During association periods staff are encouraged to communicate and engage with prisoners and deal with requests and applications.

Evaluation and development of pro social modelling approaches of Every Contact Matters is organised through every SMT and monitored through Personal Officer Weekly Monitoring checks and high visibility of the SMT. Every Contact Matters will be further progressed through the Development Objective for “further developing and rehabilitative culture”

HMP Preston has already taken on the role of a resettlement local prison and the criteria in tables 1 and 2b evidences this. The prison is involved in the Through the Gate Substance Misuse Testing which is being lead by NOMS and NHS commissioners. The Head of Reducing Re Offending attends the relevant local and national programme board meetings and it is likely that HMP Preston will commence and deliver some of the testing work streams during 2014/15. This may include

- Reception/Discharge drug testing of all prisoners coming in to and leaving custody for an agreed period of time of approximately 4 – 6 months
- Use of the Community Engagement Centre to support through the gate case management process for all offenders serving under 12 months
- A model of delivery, in partnership with statutory and voluntary agencies which ensures all offenders on release has a peer mentor that encourages continued desistance.

Co-location of Offender management, Substance misuse Services, Resettlement Services, National Careers Services and the Activities Hub is planned. The new Community Rehabilitation Contractors (CRC's) will then also be co-located in the same building, replacing the already contracted housing and finance and debt contractor. They may also be located in the Community Engagement Centre where they can provide Through The Gate (TTG) services to those on release and support offered to those families of prisoners prior to release. Progress will be tracked through the Development Objective for “through the gate substance misuse service test”

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HMP Preston has a published Reducing Re offending Delivery Framework which includes the Offender Journey. This is published in all areas and highlights who and what involvement each department has along that journey. The journey outlines how offenders are directed and sign posted into relevant interventions. In addition, there is a clearly published activity allocation process which includes relevant input from the offender supervisor, the National Careers Service and the OLASS provider. The Activities Hub then allocates a relevant intervention in priority order based on assessment and need. This process ensures that a rehabilitative culture is used to address desistance factors.

Consideration is being given to include a pro social and rehabilitation module on the staff induction. This will ensure that all new staff, partners or directly employed, are aware of their responsibilities in relation to the impact they have on offender risk post release. This will be included in the Development Objective for “further developing a rehabilitative culture”

Years 2 & 3

Continue to maintain delivery of Year 1 intentions with further development to progress a rehabilitative culture and delivery of the Through the Gate Substance Misuse Service (TTGSMS) test. This can be seen in the development objectives. The above will all be monitored for compliance using various indicators and methods which will be highlighted in commissioning intention number 3 which is also monitored by the SMT through the Performance section of the Senior Management Team meetings. TTGSMS will be monitored via the local and national programme boards.

### **1c Efforts are made to ensure offenders experience the environment as safe**

Policies are in place to identify and reduce risk to prisoners by themselves or others. The local Violence Reduction Policy Statement includes strategies for reducing violence such as staff training, diversity and equalities training, prisoner Induction, cell sharing risk assessments and TASA (Tackling Anti Social Attitudes).

There is a Safer Custody team led by Band 8 Head of Safer Prisons and Equality. The team give guidance and support to all staff, prisoners and visitors.

Self harm, suicide prevention, violence reduction and use of force are monitored through multi agency safer custody meetings. The meetings include representatives from the IMB, prisoner representatives and partner

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agencies and external organisations. Those in attendance at the meetings work together to identify and agree actions and recommendations, all relevant areas are informed of such actions through the Safer Custody action plan produced at the meeting.

These areas are monitored by PSI 64/2011 Safer Custody PSI 09/2011 Cell Sharing Risk Assessment and PSI 32/2011 Ensuring Equality. Audits are completed by ACA and a recent audit gave a healthy green rating.

All prisoners at HMP Preston are cared for from entry to exit along the offender journey. This starts from entry into custody at court. Reception will be informed by the courts prior to the prisoner arriving at HMP Preston of those identified as being at risk. All prisoners identified with Self harm / suicide indicators are interviewed and appropriate intervention activated, these can be in the form of ACCT documents or TASA support documents. (PSI 64/2011 Safer Custody)

A cell sharing risk assessment is completed on all new receptions to identify if there are any restrictions on who they can share a cell with. If prisoners with a high risk rating are identified they are reviewed by a multi disciplinary team which includes security, OMU, Integrated Mental Health Team (IMHT), wing staff, fire officer and safer custody. This is monitored and reviewed through a weekly meeting. (PSI 09/2011 Cell Sharing Risk Assessment)

The First Night Centre officers interviews all new receptions; during this process prisoners are informed of the violence reduction policy and support networks available including the Listeners, Samaritans, Diversity Representatives, Chaplaincy and Safer Custody team (this list is not exhaustive).

Part of the measure for the prison to gauge the safe decent and secure environment is carried out through Prisoner Representative Meetings, Equality Reps Meetings, Listeners Meetings, Equalities Focus Groups, Foreign Nationals and Gypsy Romany Travellers focus groups and twice yearly safe survey. Monitoring also occurs through the national staff survey, local people forums and listen to improve exercises. Monthly group meetings are held which allows staff to air any concerns. The use of the IR system, referrals to the police and adjudications for violent incidents are also used as measures. All these measures are monitored through the Prisoner Equality Action Group (PEAG) and the SMT. (PSI 32/2011 Ensuring Equality)

A spreadsheet is populated by Violence Reduction Officer (VRO) highlighting "assault" incidents and outcomes. The VRO will interview all involved parties and informs them that of any anti social behaviour is

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unacceptable and could be monitored through the TASA system. Offender Supervisors are informed of prisoners on their caseload who have been found to participate in anti social behaviour; this may then be linked into their sentence plan.

All incidents are reported through daily observation books, local incident forms and the IR Mercury system. Copies of the observations books are given to safer custody and security department on a daily basis. These are cross referenced with the IRS, ACCT and TASA log.

These statistics form part of the report for the monthly Safer Preston and Security meetings. They are discussed and any anomalies identified and rectified. Recommendations are identified and relevant areas informed as to when any corrective actions are to be completed.

Staff are encouraged in the first instance to use their interpersonal skills to highlight to individual prisoners any occurrences of anti social behaviour. They are then informed that any reoccurrence of anti social behaviour could result in the use of local procedures, TASA, IEP and they may be subject to adjudication procedures. Staff are supported by being given clear guidance through ongoing training, staff information notices, PSIs, PSOs and the SPDR process.

Following receipt of the MQPL report, an action plan was formulated which took into account the negative issues raised by prisoners, many of which have been dealt with above. Also considered was the HMIP report and action plan which identified in conjunction with MQPL which raised the issue of the distress dimension with prisoners at HMP Preston. We are taking action to improve the Personal Officer Scheme and develop further the Safer Preston Strategy and Violence Reduction Strategies. These are monitored via the SMT on a monthly basis and regular updates are required by Functional Heads.

Every Contact Matters is an area which Preston recognises requires development. To identify a strategy moving forward, we hold monthly prisoner consultative meetings and arrange focus groups including Equality Reps and Listeners which will aid the development of the Every Contact Matters strategy at HMP Preston.

The IMB commented on their last annual report to the Secretary Of State that *'Preston is a commendable prison in which prisoners are cared for humanely and decently, and in which many staff are ready to go that extra mile on prisoners' behalf.*

Years 2 and 3

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	<p>Continue to maintain delivery of Year 1 intentions. The above will all be monitored for compliance using various indicators and methods which will be highlighted in commissioning intention number 3 which is also monitored by the SMT through the Performance section of the Senior Management Team meetings.</p> <p><b>1d Good quality risk assessments, risk management systems and information-sharing between partner agencies (where relevant) result in the application of appropriate public protection and security measures, and these ensure the needs of victims are appropriately addressed.</b></p> <p>HMP Preston commit 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 are kept up to date in line with current policy</p> <p><b>1e Intelligence is gathered, developed and shared in a safe and timely manner.</b></p> <p>HMP Preston commit 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 are kept up to date in line with current policy <b>1 f The availability of drugs and mobile phones in prisons is tackled.</b></p> <p>HMP Preston commit 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 are kept up to date in line with current policy</p> <p><b>1 g Prisoners are prevented from continuing criminality from within prisons.</b></p> <p>HMP Preston commit 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 are kept up to date in line with current policy</p>
<p><b>2. Strengthen integration of service delivery between directly funded, co-commissioned Providers and wider partners.</b></p>	<p><b>2a There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximize outcomes for offenders.</b></p> <p>At HMP Preston providers of rehabilitation services are identified through the examination of prisoner profile taking into account segmentation data. Also considered will be the local employment requirement for the Lancashire areas.</p>

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Working in partnership with Co commissioners such as NHS England, Schools Funding Agency and the local authority, we will ensure that appropriate services are commissioned to meet the needs of HMP Preston's prisoner population. NOMS commissioned services will be directed as appropriate by the National NOMS Commissioning team. VCS organisations will deliver services as agreed via any partnership agreement.

To ensure services meet the needs of the establishment population the Head of Reducing Re Offending conducts a regular needs analysis.

Those partner agencies who deliver substantial services at HMP Preston are invited to be on the Senior Management Team. The Head of Reducing RE Offending also has a direct link with the heads of significant partner agencies. This allows the Senior Management Team to work with these partner agencies cohesively creating new ways of working. Also employed at HMP Preston is a Business and Commercial Contracts and Community Engagement Manager at HMP Preston Band 6 level. In addition to SMT meetings, working arrangements are also monitored through relevant contact and partnership meetings.

A shared strategic vision is communicated to all staff and partner agencies through SMT meetings. Full inclusion in partner agencies in all meetings and at HMP Preston we have an all inclusive approach for all staff at HMP Preston. There are stakeholder meetings, contracts meetings and co commissioner meetings.

We ensure partners are able to deliver on their priorities by actively identifying profiles for staff details to ensure prisoners are delivered to activities in a timely manner and where appropriate. HMP Preston also ensures that sufficient staff are made available to ensure order control and safety of areas in which partner agencies deliver their service. Examples of this are patrols and support staff in Vocational Training Centre, Education and other activity areas. There is also a dedicated enabling team for Healthcare Services who support the regional health facility and ensure clinic appointments are maintained by offenders.

HMP Preston has published Reducing Reoffending Delivery Framework which includes the Offender Journey. This is published in all areas and highlights who and what involvement each department has along that journey. The journey outlines how offenders are directed and signposted into relevant interventions. In addition there is a clearly published activity allocation process which includes relevant input from the Offender Supervisor the National Careers Service and the OLASS provider. The Activities Hub then allocates the relevant intervention in priority order based on assessment and need. This process ensures that a rehabilitative culture is used to address desistance factors.

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The above will all be monitored for compliance using various indicators and methods which will be highlighted in commissioning intention number 3 which is also monitored by the SMT through the Performance section of the Senior Management Team meetings.

### **2b Facilitate the ongoing operation of mandating day one entry of prison leavers onto the DWP Work Programme and any future changes through the introduction of Universal Credit.**

The 2 Job Centre Plus Advisors based in HMP Preston are located in an office environment and have access to NOMS computers and telephone lines as well as JC+ laptops. They also have access to a private office in the prison library for interviewing purposes. This room also has a Broadband line and a telephone line. This is where they carry out all their JSA and ESA appointments, making immediate referrals to the Job Centre as and when necessary.

When prisoners are first received into custody, Job Centre Plus refers prisoners to the work programme if not already on it, and/or refers prisoners if they are already on it. Informal appointments are made by visiting prisoners on the First Night Centre and determining which are going on to JSA. Appointments for Day One interviews are booked into JC+ diaries and the list given to a Band 3 Administrator who places them on a daily unlock list (2 per day) Appointments are booked around the prisoners activities to ensure as near to 100% attendance as possible. During the interview process, an Advance Claim is carried out in order that the prisoner is able to claim upon release from prison. At the same time, entry onto the Work Programme is also facilitated. Those prisoners, who do not wish to claim JSA, have the option of claiming ESA. Information is given on how to apply for this on release.

The resourcing for Transforming Rehabilitation and Universal Credit is currently under discussion. As a forthcoming Resettlement Prison, the JCP/DWP are looking at staffing/resource implications for the future. HMP Preston will work in partnership with them to enable delivery of their service.

### **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**

Local Quarterly contract meetings for all health services are held in partnership with NHS England and local

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Authorities .The Establishment Health Improvement Group manage the strategy within the Prison. In addition to this several strands of meetings including the Health Prison Partnership Board (which is chaired by the Governing Governor of HMP Preston) and the Prisons Health Operational group manage the strategy regionally. The Prison Health Operations Group

The commissioning of Drug and Alcohol services for Community and Prisoners in Central Lancashire has just taken place and the contract commenced on the 1-10-13. Discover Drug and Alcohol Services submitted the successful tender. It is not expected that primary Care, MH or Substance Misuse Services will be re-commissioned in the near future. Simon Smith of NHS England was the lead commissioner for the SMS service commissioned on the 1-10-13. Any future commissioning will be done in partnership with NHS England/North West.

The security department attend the Establishment Drug Strategy meeting and provide a report of finds and trends within the establishment while also supplying the MDT results. If intelligence is received reference diversion of medication or a Substance Misuse issue a proposal will be put forward at the security meeting for this to be a security objective for the following month. The establishment and providers of all medicines work closely together to eradicate the diversion of prescribed medication. Intelligence is submitted through the Mercury IR system and monitored via the Security Committee Meeting.

**2d In England – Work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves**

At HMP Preston we recognise the need for social care services which meets the needs of the prison population. We have an ever increasing ageing population which is monitored through the Prison Equalities Action Group. On average there are 60 prisoners over the age of 50. We have 4 dedicated disabled cells arranged around the establishment; we also house a number of low mobility prisoners on A wing 2 which is located near the Healthcare Centre. Presently, the Healthcare department (LCFT) assess prisoners for their social care needs this will be expanded to include local authority assessors in the future. Presently any urgent personal care services are provided via the local Healthcare department. We also have a number of prisoners trained in social needs to support prisoners with needs such as access to areas, clothing and eating. We have a local policy which is produced and managed by the Head of Residential Services.

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### Key Delivery Milestones 2014/15

- **Quarter 1: The prison has approached the LA with a view to developing a joint prison/LA action plan to prepare for April 2015.** The local authorities will be invited to sit on the Prison Health Partnership Board. We have developing links with Lancashire County Council, Blackburn with Darwen and Blackpool to examine future ways of meeting social care needs for prisoners requiring this service.
- **Quarter 2: A prison/LA action plan is in place to prepare for April 2015 and implementation has commenced.** At HMP Preston we will produce a local action plan to meet the needs as identified in our social care needs policy.
- **Quarter 3/4: The Prison/LA action plan is implemented to prepare for April 2015.** We will plan through the local policy and partnership meetings an action plan to routinely assess for social care needs of our local population. We recognise that we will need to engage with local authorities to examine funding streams in order to deliver care for this client group.

### **2e In England - Work with Local Authorities (LA's) to promote inclusion of, and maximise benefits to, offenders' families**

Prisoners are able to apply via wing application to the Families and Children's Adviser to discuss any concerns/issues that they may be experiencing with the family relationships/children. Families and Children Adviser supports families who make contact through the Community Engagement Centre. Issues raised include the health and well being of prisoners, visits, phone calls, being received into custody and what happens next.

HMP Preston has a full time Families and Children Adviser who leads on this particular Pathway: currently co coordinating the Community Engagement Centre, facilitating Family Day Events and working with the Security Department to ensure a positive and supportive visit experience for partners, children and families of prisoners in our care.

Links are currently being forged with the Community Safety and Justice Co coordinator from Lancashire County Council, who is working on an area wide children and family's action plan. It is anticipated that links made with offenders in HMP Preston can be continued through the gate in order to assist the families, and in

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particular, the children of these offenders.

The Lancashire Troubled Families agenda being delivered through Working Together with Families. This is lead by the local authority. HMP Preston attends all appropriate meetings and are attended by the Senior Probation Officer who delegates out appropriate cases to Offender Supervisors.

The Family Development officer receives referrals via initial assessment by Offender Supervisors when creating sentence plans who need support with dealing with Social Services/children. The offender journey has been agreed and publicised around the establishment so all stake holders and departments are of their responsibility throughout the cycle of their sentence.

Family Day Events are carried out throughout the year, and are centred around themes such as Peer Mentors, Eid, Christmas and Substance Misuse. Contact with families and parenting skills are encouraged through visits/family days and the Story Book Dad project, run by the Education Department. Parenting skills are developed through the "Family Guy", The Resettlement Course and the Substance Misuse Service programmes. The Substance Misuse Service contractor also employs a family link worker whose responsibilities will be to ensure interventions are in place for Substance Misuse Service. Interventions such as The Resettlement Course and Substance Misuse Service will be prioritised by Offender Supervisors and case management process.

HMP Preston works with many Partner Agencies such as ACE, Helpdirect, CAB and Volunteers who support the Family Day and the families that attend. The External Agencies forum is attended by partners who support families and children and all other Pathways with the aim of supporting family relationships.

**2g: In England - Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to make prisons places of work and strengthen the focus on employability. Enhance access to mainstream learning and employment services for offenders on return to the community.**

- A Position statement is completed annually with key priorities such as – improving literacy and numeracy, vocational skills, personal development and increasing employability on release. All Offenders are screened on their Induction and timetabled onto a functional skills class if appropriate.

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They are also interviewed by a National Careers Advisor and a career action plan initiated that is used by the Interventions Department to timetable onto a relevant activity

- A Needs Assessment is completed annually to ensure we meet the needs of the current population and we draw conclusions and provide recommendations for the Learning and Skills development. This includes data used by Job Centre Plus and the National Careers Advice Service
- Funding is agreed annually by the Area Lead Governor , Head of Reducing Reoffending , Area HoLS and the OLASS provider that meets the needs of the establishment as directed by the Needs Assessment , Data is reviewed quarterly and funding allocated appropriately throughout the year
- Regular meetings with the Area HoLS to analyse data and ensure funding is being used to enhance the provision and meet the needs of the Offenders.
- Quality Improvement Group meetings held bi-monthly to review the current Learning and Skills provision and evaluate and develop strategies to maintain and advance quality improvements. Also to discuss current trends and provide Learning and Skills information across partners throughout the prison.
- Self Assessment Reports are completed annually which highlight areas of strength and areas for improvement. They also provide data on achievements and grade teaching and the overall provision
- The IMB Annual Report 2013/12 stated that – “HMP Preston provides a safe and secure environment for prisoners to take full advantage of a full range of behavioural, educational and industrial training classes within the prison. These combined with the continued support upon release provided by the Probation Service, substance misuse services, the Inside Out Programme and other organisations allow the IMB to be satisfied with HMP Preston in its work to reduce re-offending and to rehabilitate its prisoners into society”
- The unannounced HMCIP Inspection in 2012 states that – “Workplace allocation processes were well linked to other key departments. Access to development courses had been made equitable for prisoners, irrespective of their expected length of stay at the prison. Multidisciplinary support for prisoners at entry level or below in literacy and numeracy and the monitoring of individual learning plans were good”.

### **2h In England - Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.**

HMP Preston works closely with several agencies based within the establishment: Achieve North West, National Careers Service and Job Centre Plus. Although working to set criteria, each agency aims to provide offenders with advice and guidance on education, training and career pathways, as well as

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	<p>information and opportunities for paid employment and voluntary work.</p> <p>National Careers Service also offer disclosure advice, help with CV writing, interview techniques, and job searching and applications. Achieve North West work closely with local employers, who provide job opportunities and mentoring as well as qualifications.</p> <p>Externally there are well established links with mentoring and other community agencies that are able to work with offenders on release, most notable are ACE Project.</p> <p>Links are currently being forged with Timpsons who will assist in facilitating a Job Fair at the end of the 2013-14 year. Links are being made with many local employers, and a National Employment Agency in London, as well as the North West Employment Broker to create a Candidate and Employer database in order to “match” released prisoners into jobs for their release. These initiatives are being driven through the Employment Sub Group Committee.</p>
<p><b>3. Deliver an efficient, quality service.</b></p>	<p><b>3a Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.</b></p> <p>Due to the transient and short sentenced population at Preston there are no CSAP accredited programmes.</p> <p>However there are validated programmes such as the Resettlement Course and Victim awareness, these are short programmes to meet sentence plan requirements of the prisoners who attend based on the segmentation of which they are part. Offender Supervisors refer the prisoners onto the programmes based on the individual needs and noting the risk of reoffending and the risk of violence to ensure they attend and complete the appropriate course which is essential for the offender’s journey to reduce their risk of reoffending.</p> <p>On the Resettlement course, key partner agencies are actively involved such as NCS (National Careers Advice), Shelter, Job Centre Plus and Achieve. This is to ensure every opportunity is taken to identify individual needs and reduce reoffending. Significant issues considered, but are not conclusive; include education, training, employment, housing, licence conditions, benefits and debt.</p>

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The Victim Awareness course supports RJ (Restorative Justice) and prisoners who meet the conditions and apply for RJ are supported through the process.

A Domestic Violence Course is in the planning and will be piloted in 2014/15 once validated. Please see Development Objective for “Domestic Violence Course” Further information in relation to targeting interventions is available in table 4a and 4b

Needs analysis support the range and scope of current provision. Establishment facilities are used to their best potential but can restrict the type of activity that can be delivered. Changes are made to provision to meet changing needs. The interventions teams are able to write/ develop new programmes and have them accredited or validated by awarding bodies such as EDI, BICS, North West Regional Psychology Team etc

Interventions meet the identified needs of attendee prisoners and help them to progress in their sentence. Intervention facilitators have links with other agencies working with prisoners, therefore programme completions contribute to meeting sentence/custody plan targets.

Prisoners are prioritised for programmes in a way that is transparent and consistent and takes into account their sentence progression, release dates and risk levels.

Constructive interventions encourage and challenge the offender to accept responsibility for their offending behaviour. For example, all prisoners who are identified as committing a crime that creates a victim are assessed and where appropriate sign posted to the Victim Awareness Course where work is undertaken in each case to help offenders recognise accept responsibility for their actions.

The prisoner is encouraged and motivated to engage with interventions, and prepared thoroughly. Drop-out rates are low and in post programme reviews participants demonstrate a sound understanding of the completed intervention

**3b Have robust quality assurance processes in place to ensure offender services are (i) delivered as they are intended (i.e. with integrity and as planned and designed) and (ii) that they are effective.**

The establishment has an audit programme and throughout the year a dedicated member of staff conducts various self audits each month in Security, Public Protection and Segregation. Baselines relevant to the area being audited are used and these are scored between 0 – 4 depending on the compliance evidenced.

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Baselines scoring a 2 or less are flagged to the Functional Head and Governing Governor and an action plan is created to address issues found with an aim for improvement by the time they are re audited. Audits are discussed at SMT level and driven by functional heads to improve processes and current systems. Furthermore, there is a programme of management assurance checks whereby the Governor requests on a quarterly or annual basis these checks to be completed. The management checks cover a range of areas upon which functional heads are tasked to complete and are submitted to the Governor.

Audit baseline worksheets are taken from the Internal Audit and Assurance website and state what information is to be viewed. This is then written up and scored based on the evidence found at the time of conducting the audit. Baselines of 2 or less are transferred to an action plan and sent to the relevant functional head for actioning with an aim to improve quality and target delivery. The programme for management assurance checks is followed for quarterly an annual checks. Functional Heads carry out the management check against appropriate PSIs, KPTs, IMB reports, MQPL reports and HMCIP reports. The Governor checks each assurance report.

On a monthly basis quarterly management checks and annual assurance reports are completed and submitted to the Governor. On an annual basis these reports with relevant action plans are collated together and submitted as a management assurance report to ACA Head Office providing an overview of strengths, weaknesses and actions identified to improve systems and processes.

Audits are conducted by an independent member of staff who are not connected to the areas where audits are carried out. This ensures that quality is verified and checked without omission or bias. The Business Hub manager also checks and verifies evidence and work sheets and the manager and the auditor agree on scores. Once this has been completed, functional heads are informed of the outcome and any baselines scoring 2 or less the Governing Governor is informed of. Quality is verified via the bi lat system for Functional Heads and their direct management team.

Information is shared locally with functional heads and the Governing Governor. This is in the form of both paper and electronic and is shared on a monthly basis. Any baselines that require further work to improve systems and processes are re audited within 6 months. Any further repeat none compliance found are again raised with the relevant functional head and Governing Governor. There is a meeting structure within the establishment whereby meetings conducted within functions are fed into monthly group meetings which in turn are then reported at during the SMT meeting.

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	<p>As part of the quarterly management checks and annual assurance reports there is a section where functional heads report on any strengths and weaknesses they have discovered whilst completing the report. Any weaknesses discovered are explored and systems to address these are stated within the report with an aim for improvement by the following quarter. Audits are scored between 0 – 4; 4 being good practice with no issues and a score of 2 or below being processes and systems require improvement. Evidence that quality is addressed for delivery against audit baselines and PSIs via the management assurance checks can be found via the bi lat system. Both the Governor and the Deputy Governor discuss audit outcomes and areas for improvement found within management assurance checks on bi lats with Functional Heads.</p> <p>Staff are encouraged to access the CSL website and the Justice Academy site to complete relevant training for carrying out their roles. Learning paths are updated on the SPDR and staff are encouraged to engage with members of their team in order to gain an understanding of other roles in the department thus ensuring that all roles can be covered in order to maintain the quality of service provided.</p> <p>On a 3 yearly basis external auditors come into the establishment to conduct an audit surrounding security and public protection. Furthermore, also conducted are planned and unplanned HMCIP inspections and MQPL. We are scored and findings are reported to the Governing Governor and any weaknesses identified are placed on an action plan with deadlines to address and complete. Action plans are discussed on a monthly basis with the SMT to ensure actions are being progressed in readiness for externals coming in again. In addition to this and much in a similar way to external auditors, internal audits are conducted throughout the year and weaknesses identified are highlighted and progressed with an aim for improvement by the time baselines are re audited.</p>
<p><b>4. Ensure delivery is matched to population, purpose and NOMS outcomes.</b></p>	<p><b>4a Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they will deliver the greatest outcomes for investment.</b></p> <p>HMP Preston has a needs analysis which provides direction to the needs of our offender group.</p>

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Segmentation Data suggest the key segments of the offender population, in terms of level of risk are mainly within the high and very high risk groups:

OGRS 0-24, Low	62	15%
OGRS 25-49, Medium	67	16%
OGRS 50-74, High	140	34%
OGRS 75-89, Very High	117	28%
OGRS 90-100, Prolific	25	6%
<b>Total</b>	<b>411</b>	<b>100%</b>

The main offence groups are the 'violent' and 'acquisitive' segments:

Sexual	38	9%
Violent	135	33%
Robbery	19	5%
Acquisitive	120	29%
Drugs	64	16%
Motoring	14	3%
Other	21	5%
<b>Total</b>	<b>411</b>	<b>100%</b>

The population consists mainly of shorter term sentenced offenders either in the less than 12 months, or 1-4 year categories:

< 12 months	92	22%
1-4 years	181	44%
4 years+ Determinate	80	19%
Indeterminate	15	4%

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Recall	43	10%
<b>Total</b>	<b>411</b>	<b>100%</b>

With the majority of the population having less than two years remaining on their sentence (to serve) whilst at Preston:

		Time to Serve								Whole population Total	
< 6 Months		6 Months - 1 Year		1 Year - 2 Years		2 Years to 5 Years		> 5 Years			
<b>246</b>	<b>30%</b>	<b>179</b>	<b>22%</b>	<b>219</b>	<b>27%</b>	<b>158</b>	<b>19%</b>	<b>15</b>	<b>2%</b>	<b>817</b>	<b>100%</b>

All offenders are assessed as to risk and need and referred to a range of activities and interventions. Key to this process is the entry level of offenders with regard to educational ability.

All offenders undertaking induction will be seen by a range of service providers. All interventions identified for offenders will be co-ordinated by the offender supervisor to ensure that resource follows risk, and that risk of harm interventions take priority.

Where interventions are not available at HMP Preston for offenders serving longer sentences, they will be transferred to those establishments who can best meet their offending behaviour needs at the appropriate time.

The electronic referral system used by offender supervisors also highlights those interventions which should take priority with regard to risk of harm, so that staff co-ordinating interventions can prioritise and plan for timely interventions.

A multi agency approach is taken when assessing an offenders risk, and regular meetings are held with police, substance misuse services and other identified parties in order to co-ordinate and maximise resources.

HMP Preston is currently responding to the needs identified in a recent survey whereby those offenders having been convicted of offences of domestic violence and assessed as posing an ongoing risk to partners, will be screened and assessed for the new Safer Relationships Course to be run at HMP Preston (see

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	<p>Development Objective for “domestic violence perpetrator course” This is joint venture between HMP and Lancashire Probation Trust. We will also utilise the services of local women’s centres to provide support to victims of domestic violence.</p> <p>Work is ongoing to prepare HMP Preston for its role as a resettlement prison. This will mean a much tighter approach to assessment and referral to ensure that those offenders serving short sentences are identified and relevant interventions put in place at the earliest opportunity. Those offenders being released into the community will benefit from a multi-agency approach, with transitional arrangements being made between agencies to ensure continuity of service, and the ongoing monitoring of risk and risk management. For those being released without a licence, greater use of third sector and voluntary agencies will be made in order to provide ongoing support in order to reduce risk of recidivism.</p> <p>All sentence plan targets will be entered onto NOMIS to ensure that all those working with our offenders, are aware of identified interventions, and can provide additional guidance and support.</p> <ul style="list-style-type: none"> <li>• <b>Low intensity</b> case management is the core level of service, to enable the following to take place: <ul style="list-style-type: none"> <li>- Assessment</li> <li>- Sentence planning</li> <li>- Referral to rehabilitative services provided under the 'core offer'</li> <li>- Keeping in touch – this should be part of a whole prison approach (Our New Way) so that any contact, e.g. when supervising a wing, is used to check in with offenders and is fed back to the Offender Supervisor. Other approaches might include offering a 'surgery' or drop-in session whereby low risk offenders are offered brief appointments to check on progress.</li> </ul> </li> <li>• Low intensity case management will be aimed at those with low OGRS scores and is expected to be all a local prison can offer.</li> </ul>
<p><b>5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes</b></p>	<p><b>5a &amp; 5b. Ensure the delivery of services is responsive to equality characteristics and individual needs to maximise outcomes.</b></p> <p>Offender individual needs will be identified via OASYs assessments, offender supervisor interview, induction processes and all those involved in the offender journey in order to identify specific needs, and to make appropriate referrals. All offenders coming into HMP Preston are screened through the first night centre to ensure that individual needs are met. A range of partner agencies are involved in this process – healthcare, substance misuse services, education, safer custody, mental health services, and chaplaincy. This may</p>

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	<p>include referral to specialist interventions, i.e. translation services, mental health assessment, psychological assessments, or appropriate adaptations for ease of mobility around the prison establishment. There are additional screening processes undertaken via the public protection process and initial interviews with offender supervisor staff where more in-depth discussions can take place with regard to individual need. OMU staff also contribute to cell share risk assessments, ACCT reviews and make referrals as required, providing a more holistic approach to assessment and care.</p> <p>Offender individual needs are identified and then reviewed using a range of tools, e.g. OASYS, sentence planning objectives, substance misuse care plans, educational interventions and learning pathways, and assessments for appropriate cellular accommodation. Arrangements are made for more short term or unforeseen needs, e.g. bereavement, illness, previously unidentified needs and can be accommodated via a range of services, including release on temporary licence, compassionate leave, transfer to establishment nearer to home.</p> <p>Information with regard to those offenders requiring individual attention is maintained via the equalities framework, and includes data and monitoring with regard to an individuals access to and provision of appropriate services.</p> <p>Data with regard to individual needs is contained within the prison NOMIS system.</p> <p>In addition to this, all staff are required to attend for challenge it change it training, equality training and any other identified developmental programmes to enhance knowledge and understanding of individual needs. There are a range of policies and procedures which underpin the array of legislation covering all aspects of individual need and care.</p>
<b>6. Deliver priority national or specialist services</b>	<b>6a Engage with existing local structures and ensure that training and awareness is embedded among key staff groups, in order to deliver on the identification, assessment and management of extremist offenders. Ensure referral, where appropriate, to interventions (including Channel), structured assessment (including Extremism Risk Guidance (ERG22+) and structured interventions including Healthy Identity Intervention (HII)) and, within prisons, faith-based programmes (including Tarbiyah &amp;</b>

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### **Ibaana) according to offender risk and need.**

In relation to NOMS' approach to identification, assessment and management of extremist offenders, HMP Preston will ensure delivery in the key thematic areas of Intelligence Gathering and Management; Offender Management and Public Protection; and Interventions and Resettlement, as assessed by NOMS HQ

HMP Preston will also ensure that any recommendations related to the identification, assessment and management of extremist offenders which are identified through the NOMS assessment process are implemented within reasonable timescales.

### **6b Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable delivery where in-house capacity does not exist**

There is an expectation that all offenders where appropriate will have the victim awareness course on their sentence plan. Victim related work should form an integral part of the offenders risk assessment and a referral made to appropriate interventions.

The last session of the victim awareness programme introduces and explores the possibility of offenders taking part in the restorative justice initiative.

Once an offender has expressed an interest, enquiries begin with probation services, and where relevant victim liaison officers and police colleagues. This initiative takes a multi disciplinary approach to ensure that both offender and victim have been properly prepared for their encounter.

The face to face meeting is very much led by the victim, and if a victim does not wish for this to happen, other options are explored, i.e a letter from the offender.

Where an offender is likely to be released before the event can take place, if there is a period of supervision, the meeting can be followed through by probation or police colleagues.

As noted in Table 4b - RJ – victim offender conferencing will targeted at appropriate cases which includes none face to face events such as letter. Priority will be given to those offenders falling in to the low to mid range OGRS. We aim to deliver 5 outcomes per year.

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<p><b>Deliver priority national or specialist services (6c)</b></p>	<p>HMP Preston is currently involved in the PAN Lancashire Prison and Probation Pilot to deliver RJ mediation. This is lead by a senior leader from within the Probation Service supported by relevant trained staff at Pay Band 4 level within the Offender Supervisor group.</p> <p><b>6 C We will continue to deliver a bail strategy which ensures that we screen and provide bail services to all new remand prisoners, conduct targeted bail information enquiries and communicate effectively with court based bail services staff in accordance with the Bail Services and BASS Specifications.</b></p> <p>We will continue to deliver a bail strategy which ensures that we screen and provide bail services to all new remand prisoners, conduct targeted bail information enquiries and communicate effectively with court based bail services staff in accordance with the Bail Services and BASS Specifications.</p> <p>Bail service packages offered to the courts will include awareness of the target group for BASS, consideration of use of electronic monitoring and links with resources and services in the home area with due regard to public protection procedures.</p> <p>Bail services will be delivered from within existing resources.</p> <p>We will continue to deliver an HDC strategy which ensures that all prisoners eligible for HDC who cannot provide an accommodation address will be offered accommodation through BASS - in accordance with PSI 25/2013 and Annex I of PSO 6700 (Home Detention Curfew).</p> <p>BASS support-only will be considered for those with their own accommodation who could be released with additional support. We will also ensure that BASS is considered as an option when non-BASS HDC placements fail.</p> <p>The HDC strategy will stress the importance of liaison with the license supervisor (offender manager) and ensure that releases to BASS are credited as 'suitable and settled' for the purpose of delivery levels</p> <p>HDC referrals to BASS will be delivered from within existing resources.</p> <p>Designated bail services staff are located in the OMU and are OS staff with a particular role in the identification and assessment of those remand offenders who are eligible for bail services.</p> <p>Each eligible offender is interviewed and bail services explained. For those wishing to take advantage of this scheme, a referral is made to the accommodation provider (Stonham). There is a very clear criteria for this scheme and in order to assist prison staff and offenders, new leaflets and guidance has been produced and advertised on each wing.</p>
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The PSI in respect of bail services is regularly reviewed to ensure compliance.

BASS services are also available to those offenders who are unable to provide suitable accommodation for HDC purposes.

A database is maintained so that monthly figures can be provided to the Probation Service.

HMP Preston will also respond to requests from Crown Court Judges where consideration is being given to grant bail via Judge in Chambers applications.

Where potential applications have been missed in the Magistrates Court, these offenders are identified upon reception and information provided to the senior probation officer for court services.

Any referral to BASS services is supported by a thorough risk assessment, to ensure the protection of public and where appropriate additional rehabilitative support for the offender.

Evidence:

Compliance with BASS PSI

Information data maintained on BASS spreadsheet.

Monthly reports to Senior Probation Officer with responsibility for court services.

### **6d**

HMP Preston is a small compact site with no options for further development of commissioned contracts to provide work and or income

**6e** Video Link- HMP Preston has an established and well used video link process. As a local prison this facility is used for a range of our court hearings including County and Magistrates Court appearances. We are developing links with the Crown Courts for sentencing purposes where specific arrangements are in place for offenders to receive reporting instructions in cases where community sentence is imposed. When production orders are received, all requests are challenged as to their necessity or purpose, and only those prisoners attending for trial will attend in person. In addition to this, we use video link for sentence planning purposes when offender managers are unable to travel to the establishment and for solicitors for legal visits.

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	<p>We are in the process of updating the NOMS video action plan and our functional improvement plan also refers to our ongoing efforts to increase, develop and encourage greater use of our video link system. We complete a video link suite daily return which collates all usage of the system for monitoring purposes . (Head of OMU)</p>
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**Table 4a: Rehabilitation Services – Core Offer**

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

<b>Rehabilitation Services in Custody Core Offer Outputs</b>	<b>Name of Service Service Description</b>	<b>Commissioning Arrangements</b> (NOMS Locally, Regionally or Co-Commissioned)
<p>Staff support and encourage prisoners to participate fully in rehabilitation services</p>	<p>The establishment has a clear vision to <i>prevent the next victim</i>.                      Our Vision                      HMP Preston will work collaboratively with commissioners, our partners and our community to challenge and assist offenders to change their lives in order to prevent victims, cut crimes and make our communities safer.</p> <p>Decency remains central to all our work.</p> <p>The overall test is “Would I be content for my son to be locked up and treated in the way that prisoners are treated in prison?”</p> <p>To deliver upon our vision we ensure the work force effectively enables offenders to engage in the regime. A variety of tools are used by both directly employed and partner staff such as IEP, Initial custody screening, OASYs basic Skill assessment and motivational interviewing. The concept of “Every Contact Matters” is high on the SMT agenda and is assisting to develop an improved rehabilitative culture.</p> <p>“Every Contact Matters” will be at the heart of all HMP Preston’s delivery – and plans to embed this concept are being created.</p> <p>Staff support and make all prisoners aware of all rehabilitation services available to them as part of the induction process on the First Night Centre. This is supported by peer lead sessions and 1-1 peer support.</p> <p>Staff use the IEP scheme to encourage prisoners to engage in rehabilitation services as part of their sentence/ custody action plans.</p> <p>Staff work in partnership with relevant agencies with a shared vision to ensure services are enabled and delivered.</p>	<p>NOMS locally</p>

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<p>Prisoners are made aware of their responsibilities in engaging with and accessing services</p>	<p>All prisoners are allocated an Offender Supervisor who will discuss rehabilitation needs in more detail and then formulate a Custody &amp; Care Plan for remand prisoners or a Sentence Plan for convicted prisoners which is shared with the prisoner and other relevant staff. By using motivational interviewing techniques prisoners will be directed in to the appropriate interventions.</p> <p>The sentence/Custody Care plan is shared with prisoners. This contains targets and actions that they must complete as part of their rehabilitation.</p>	<p>NOMS locally</p>
<p>Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement</p>	<p>TASA (Tackling Anti Social Attitudes), Personal Officers Scheme, IEP, Adjudications or all use throughout to encourage positive pro social behaviour. The induction programme includes citizenship which encourages good behaviours in prison and upon release.</p> <p>There is a full curriculum of courses both OLASS and Prison service that addresses prisoners needs to reduce risks of reoffending. These are changed on a needs basis.</p> <p>The establishment also engage Peer Mentors to assist with the work of the several departments with the aim of encouraging engagement in services that and challenging antisocial attitudes (diversity reps, education mentors etc)</p> <p>This is a value of HMP and as such all are expected to ensure decency is at the heart of everything we do.</p>	<p>NOMS locally</p>
<p>Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.</p>	<p>All prisoners whether on remand or convicted are screened by the Education Provider and then directed onto suitable courses according to their screening results.</p> <p>All prisoners have access to staff from Job Centre Plus who are based within the Establishment O/S will direct prisoners in to services as part of their Custody care or sentence plan.</p> <p>Prisoners receive a resettlement interview 4 or 5 weeks prior to release. They are seen by all relevant agencies and the offender supervisor. They are then signposted to services such as Achieve (NOMS Co-finance service). Those eligible of the work programme are seen by JCP and signposted to Ingeus.</p> <p>The OLASS provider offers a curriculum with an employability theme embedded across all courses. From functional &amp; IT skills to vocational training in the 2 P&amp;D workshops. The curriculum is continually reviewed to ensure the correct courses are available based on the need of the client and the labour market in the main release areas of Lancashire.</p>	<p>Co-Commissioned with SFA</p> <p>DWP responsibility – not a commissioned service Joint</p> <p>Mixture of NOMS locally, co-commissioned with SFA DWP responsibility</p> <p>Co-Commissioned with SFA</p>

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<p>Prisoners can access services that enable them to manage housing needs created as a result of their custody.</p>	<p>Shelter contract have 4 members of staff working full time in the Establishment are contracted to deliver this service. They see all prisoners on induction as well as those that request to see them mid sentence. The provider also delivers The Good Tenants Course as part of a validated resettlement course.</p> <p>The provider also employees mentors to assist in delivery of this service and the mentors promote the service and assist in enabling offenders to access the service</p>	<p>Commissioned regionally</p>
<p>Prisoners can access services that enable them to seek settled and suitable housing for release.</p>	<p>Shelter contract have 4 members of staff working full time in the Establishment are contracted to deliver this service. They see all prisoners on induction as well as those that request to see them mid sentence. The provider also delivers The Good Tenants Course as part of a validated resettlement course.</p> <p>The provider also employees mentors to assist in delivery of this service and the mentors promote the service and assist in enabling offenders to access the service</p>	<p>Commissioned regionally</p>
<p>Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.</p>	<p>This is completed via the Shelter contract have 5 members of staff working full time in the Establishment.</p> <p>Prisoners can also arrange to meet with a representative from the Citizens Advice Bureau. And help Direct</p> <p>Bank accounts are arranged for those prisoners who need this service through the resettlement services provide by Shelter</p>	<p>Commissioned regionally</p> <p>Local partnerships</p> <p>Commissioned regionally</p>
<p>Prisoners can access available services which enable them to address their family welfare and family support needs.</p>	<p>The Community Engagement Centre is available to families of prisoners where a full advice and guidance service is available for them.</p> <p>The chaplaincy team work with prisoners to maintain family contacts where appropriate. Coffee mornings for enhance prisoners are organised on a weekly basis..</p> <p>Families are invited to take part in the post course review on relevant programmes and courses Family visits are held during school holidays and provided wrap around support services to those attending. Family Days are in place throughout the year.</p> <p>A family Development Worker is employed to deliver the above services.</p> <p>Domestic visits are a warm and welcoming environment that supports families to visit offenders.</p>	<p>NOMS locally</p>

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<p>Prisoners have equivalence of access to health services in custody as in the community.</p>	<p>Health provision is delivered by LCFT and monitored through a number of Key Performance Indicators that are reported on to commissioners. There are no standards set around appropriate waiting times for services currently however in the community it is expected that there is only an 18 week wait time and we certainly meet this. Waiting lists are monitored and reported on at a number of meetings. There are regular contract meetings with the commissioners in relation to the main healthcare contract and LCFT also monitor all sub-contracts for example; GP contract on a regular basis to ensure compliance with the contract and our expectations.</p>	<p>Co-Commissioned with NHS England NW</p>
<p>Prisoners can access treatment, services, advice and support around drug and alcohol needs.</p>	<p>All services are in place via the Joint Commissioned Services with the Local Authority (PH) and NHS England NW. This delivery is governed via contract and compliance meetings currently chaired by the Lancashire County Council Lead for Adult Drug and Alcohol Service on a quarterly basis. The services include a range of group interventions, one to one psychosocial interventions and clinical intervention. The service was re-tendered in October 2013 and all service in Lancashire will be delivered by Discover. All aspects of treatment in community and custody are incorporated in to one service specification that includes through the gate case management of clients. There is a clear recovery model in place and the new provider will continue to develop.</p>	<p>Co-Commissioned with NHS England NW and PHE within local authority</p>
<p>Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.</p>	<p>The health service provider are commissioned to deliver Counselling and Psychological Wellbeing Services any prisoner that presents as being a victim from the adjacent issues will be signposted into services. The provider also employs professional social workers who offer support and advice to this client group. LCFT provide a range of therapeutic services for all clients including the support of psychological wellbeing, counselling, and ongoing support from mental health practitioners from both a primary and secondary level. Specifically for the prisoner who has experienced the above, if specific resources are needed such as CBT specific therapy then there are close links with the community services and links available to refer into an appropriate service via the GP.</p>	<p>Co-Commissioned with NHS England NW</p>
<p>Prisoners who have been sex workers can access services that offer them advice and support.</p>	<p>The health service provider are commissioned to deliver Counselling and Psychological Wellbeing Services, any prisoner that presents as being a victim from the adjacent issue will be signposted into services. The provider also employs professional social workers who can offer support and advice to this client group. Other aspects of physical health for this client group would be identified through well man clinics and are appropriately addressed LCFT deliver a range of services which can be utilised and accessed by this specific client group. Not only the provision of psychological support above but also the physical health needs that may be identified for this group such as full sexual health screening and advice. Provision of immunisation and vaccination and a full health screen.</p>	<p>Co-Commissioned with NHS England NW</p>

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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

<p><b>Segment</b></p>	<p><b>Total no. of Prisoners within Segment</b></p> <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>	<p><b>Strategic approach to meeting the needs of the segment</b></p> <p><b>Title and description of rehabilitative services/interventions and case management activities</b></p> <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>	<p><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></p> <ul style="list-style-type: none"> <li>For accredited programmes give the number of completions</li> <li>It is not necessary to record volumes for case management activities</li> </ul>
<p>All Offenders – where service targeted by need rather than risk</p>	<p align="center"><b>319 – 78%</b> <b>Approx 300 un-sentenced</b></p>	<p>For offenders in this segment the establishment will promote and develop access to the core rehabilitation offer as detailed in the Rehabilitation Services specification. <b>Services as outlined in Table 4</b></p> <p>Health Champions – a training course for offenders who once accredited can support peers with advice and guidance and signposting in relation to health. They then also deliver health promotion events with Health provider and HMP staff</p> <p>Alcoholics Anonymous Groups – to maintain abstinence from alcohol</p> <p>Smoking Cessation – to provide support and develop abstinence from smoking</p> <p>OLASS – creative writing, family man, therapeutic art classes. All delivered to all prisoners based on need.</p> <p>Shannon Trust Toe by Toe – delivering the establishment reading plan and getting those with very low literacy levels reading.</p>	<p>Delivered ad Hoch based on need by PEIs – approx 40 per year</p> <p>1 group per week</p> <p>1 group per week</p> <p>1 group of each daily</p> <p>Peer support programme</p>

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		Recall will be assessed on return to custody and directed in to relevant interventions based on risk or need and time left to serve. Consideration will be given to transfer if appropriate	
Sexual Offenders	<p align="center"><b>38 - 9%</b> <b>Under 12 months – 0%</b></p>	<p>As a local resettlement prison we will target services at those serving less than 12 months. Segmentation data evidences that we have no offenders in this group. Those serving over 12 months will access the core rehabilitation and educational services following appropriate assessment. Appropriate transfers to the training estate will arranged following OASys completion and sentence plan target being set.</p> <p>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 to serve).</p>	Assessments will be completed by NOMS staff
Violent offenders	<p align="center"><b>135 – 33%</b> <b>Under 12 months – 9%</b> <b>OVPS</b> <b>Under 12 months – 30%</b> <b>&lt; 6 months to serve- 48%</b> 17% - medium OVP/I 13% - no OASys 12% - high OVP</p> <p align="center">25% are high OGR and Medium OVP</p>	<p>The Segmentation Data evidences the need to deliver appropriate intervention for violent offenders. For offenders in this segment the establishment will promote and develop access to the core rehabilitation offer as detailed in the Rehabilitation Services specification.</p> <p>Services as outlined in Table 4</p> <p>Those who have not been assessed will be prioritised for OASys to be completed as soon as possible.</p> <ul style="list-style-type: none"> <li>• In addition:-</li> <li>• RJ – victim offender conferencing for appropriate cases this includes none face to face events such as letter.</li> <li>• Victim Awareness</li> <li>• Substance Misuse Service both clinical and psychosocial is available for those who need this type of treatment. The SMS providers will also incorporate modules for DV/ Violence within their programme of delivery. This will be delivered as an early intervention and awareness of consequences when people excessively use substances. It is not an intensive intervention for DV or violence. Such cases would be referred to more appropriate</li> </ul>	<p>Based on need via case management. Target of 5 events per year.</p> <p>NOMS locally commissioned 180 starts per year</p>

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		<p>intervention by the O/S. SMS services are available to all offence types based on assessment of need however there will be a clear need to target those who are convicted of acquisitive crime and or violent crime.</p> <ul style="list-style-type: none"> <li>• Vocational training such as BICs ,P&amp;D and business enterprises is available however the need for Vocational Training is small and therefore further similar courses are not required</li> <li>• Those with DV related offences will be signposted to the appropriate courses in the training estate or in the community. Also the MARAC process will be used to monitor such offenders/ victims in to the community.</li> <li>• Those with DV related offences assessed as suitable will directed to the pilot Safer Relationships Specified Activity requirement delivered in partnership with Lancashire Probation Trust. Local data shows that DV is a need for 45% of the population.</li> </ul> <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>Co-Commissioned</p> <p>Co-Commissioned with SFA</p> <p>Case Management</p> <p>Locally Commissioned and in partnership with local probation trust. A pilot so no target for starts</p>
Indeterminate Sentenced Prisoners (ISPs)	<p><b>15 – 4%</b> <b>Under 12 months – 0%</b></p>	<p>As a local resettlement prison we will target services at those serving less than 12 months. Segmentation data evidences that we have no offenders in this group. Those serving over 12 months will access the core rehabilitation and educational services following appropriate assessment. Appropriate transfers to the training estate will arranged following OASys completion, appropriate ISP assessments and sentence plan target being set.</p>	
Low likelihood of any reconviction OGRS 0-24%	<p><b>62 – 15%</b> <b>Under 12 months – 0%</b></p>	<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</p>	

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		<p>rehabilitation, and feed back on any relevant contact to the OMU and Offender Supervisors.</p> <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 indeterminate sentence prisoners).</p>	
<p>Medium likelihood of any reconviction OGRS 25-49%</p>	<p align="center"><b>67 – 16% Under 12 months – 3%</b></p>	<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>For offenders in this segment the establishment will promote and develop access to the core rehabilitation offer as detailed in the Rehabilitation Services specification. <b>Services as outlined in Table 4</b></p> <p>Additional Services for this segment are detailed below:-</p> <ul style="list-style-type: none"> <li>• RJ – victim offender conferencing for appropriate cases this includes none face to face events such as letter.</li> <li>• Victim Awareness Course (however priority is given to those with OGRS above 49%)</li> </ul>	<p>Based on need via case management target of 5 events per year</p> <p>180 starts per year</p>
<p>High likelihood of any reconviction OGRS 50- 74%</p>	<p align="center"><b>140 – 34% Under 12 months – 8%</b></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>For offenders in this segment the establishment will promote and develop access to the core rehabilitation offer as detailed in the Rehabilitation Services specification. Services are outlined in table 4</p> <p><b>Additional services for this segment include:-</b></p> <ul style="list-style-type: none"> <li>• RJ – victim offender conferencing for appropriate cases this includes none</li> </ul>	<p>Based on need via case management target of 5 events per year</p> <p>NOMS locally commissioned 180 starts per year</p>

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		<p>face to face events such as letter.</p> <ul style="list-style-type: none"> <li>• Victim Awareness</li> <li>• The Resettlement Course which aims to develop offender’s motivation for change, understand their reasons for offending and develop plans for release. Available to all prisoners/ offence types who are within the last 6 months of their sentence and who are within this OGR range</li> <li>• Substance Misuse Service both clinical and psychosocial is available for those who need this type of treatment. The SMS providers will also incorporate modules for DV/ Violence within their programme of delivery. This will be delivered as an early intervention and awareness of consequences when people excessively use substances. It is not an intensive intervention for DV or violence. Such cases would be referred to more appropriate intervention by the O/S. SMS services are available to all offence types based on assessment of need however there will be a clear need to target those who are convicted of acquisitive crime and or violent crime.</li> <li>• Vocational training such as BICs ,P&amp;D and business enterprises is available however the need for Vocational Training is small and therefore further similar courses are not required</li> <li>• Those with DV related offences will be signposted to the appropriate courses in the training estate or in the community. Also the MARAC process will be used to monitor such offenders in to the community.</li> <li>• Those with DV related offences assessed as suitable will directed to the pilot Safer Relationships Specified Activity requirement delivered in partnership with Lancashire Probation Trust. Local data shows that DV is a need for 45% of the population.</li> </ul>	<p>NOMS locally commissioned 180 starts per year</p> <p>Co-Commissioned</p> <p>Co-Commissioned with SFA</p> <p>Case Management</p> <p>Locally Commissioned and in partnership with local probation trust. A pilot so no target for starts</p>
<p>Very high likelihood of any reconviction OGRS 75-89%</p>	<p align="center"><b>117 – 28%</b> <b>Under 12 months – 9%</b></p>	<p>For offenders in this segment the establishment will promote and develop access to the core rehabilitation offer as detailed in the Rehabilitation Services specification. Services are outlined in table 4</p>	

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		<p>Additional services for this segment include:-</p> <ul style="list-style-type: none"> <li>• RJ – victim offender conferencing for appropriate cases this includes none face to face events such as letter. Priority will be given to those offenders falling in to the low to mid range OGRS.</li> <li>• Victim Awareness priority will be given to those offenders falling in to the low to mid range OGRS</li> <li>• The Resettlement Course which aims to develop offender’s motivation for change, understand their reasons for offending and develop plans for release. Available to all prisoners/ offence types who are within the last 6 months of their sentence and who are within this OGR range</li> <li>• Substance Misuse Service both clinical and psychosocial is available for those who need this type of treatment. The SMS providers will also incorporate modules for DV/ Violence within their programme of delivery. This will be delivered as an early intervention and awareness of consequences when people excessively use substances. It is not an intensive intervention for DV or violence. Such cases would be referred to more appropriate intervention by the O/S. SMS services are available to all offence types based on assessment of need however there will be a clear need to target those who are convicted of acquisitive crime and or violent crime.</li> <li>• Vocational training such as BICs ,P&amp;D and business enterprises is available however the need for Vocational Training is small and therefore further similar courses are not required</li> <li>• Those with DV related offences will be signposted to the appropriate courses in the training estate or in the community. Also the MARAC process will be used to monitor such offenders in to the community.</li> <li>• Those with DV related offences assessed as suitable will directed to the pilot Safer Relationships Specified Activity requirement delivered in partnership with Lancashire Probation Trust. Local data shows that DV is a need for 45% of the population.</li> <li>• IOM work that is labelled “Inside Out” helps to ensure priority of intervention, information sharing with Police and probation and the delivery of a Change</li> </ul>	<p>Based on need via case management. Target of 5 events per year.</p> <p>NOMS locally commissioned 180 starts per year</p> <p>NOMS locally commissioned 180 starts per year</p> <p>Co-Commissioned</p> <p>Co-Commissioned with SFA</p> <p>Case Management</p> <p>Locally Commissioned and in partnership with local probation trust. A pilot so no target for starts</p> <p>Case management process. Partnership working with co-commissioned</p>
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		<p>Champion mentoring service with a locally contracted voluntary sector provider. The mentoring service is funded by the Lancashire Community safety partnership and by a joint pool of funds provided by Prison, probation and police.</p>	<p>services and other statutory agencies</p>
<p>Extremely high likelihood of any reconviction (prolific) OGRS 90-100%</p>	<p align="center"><b>25 – 6%</b> <b>Under 12 months – 2%</b></p>	<p>For offenders in this segment the establishment will promote and develop access to the core rehabilitation offer as detailed in the Rehabilitation Services specification. Services are outlined in table 4</p> <p>Additional services for this segment include:-</p> <ul style="list-style-type: none"> <li>• RJ – victim offender conferencing for appropriate cases.</li> <li>• Victim Awareness</li> <li>• The Resettlement Course which aims to develop offender’s motivation for change, understand their reasons for offending and develop plans for release. Available to all prisoners/ offence types who are within the last 6 months of their sentence and who are within this OGR range</li> <li>• Substance Misuse Service both clinical and psychosocial is available for those who need this type of treatment. The SMS providers will also incorporate modules for DV/ Violence within their programme of delivery. This will be delivered as an early intervention and awareness of consequences when people excessively use substances. It is not an intensive intervention for DV or violence. Such cases would be referred to more appropriate intervention by the O/S. SMS services are available to all offence types based on assessment of need however there will be a clear need to target those who are convicted of acquisitive crime and or violent crime.</li> <li>• Vocational training such as BICs ,P&amp;D and business enterprises is available however the need for Vocational Training is small and therefore further similar courses are not required</li> <li>• Those with DV related offences will be signposted to the appropriate courses in the training estate or in the community. Also the MARAC process will be used to monitor such offenders in to the community.</li> <li>• Those with DV related offences assessed as suitable will directed to the pilot Safer Relationships Specified Activity requirement delivered in partnership with Lancashire</li> </ul>	<p>Based on need via case management</p> <p>NOMS locally commissioned 180 starts per year</p> <p>NOMS locally commissioned 180 starts per year</p> <p>Co-Commissioned</p> <p>Co-Commissioned with SFA</p> <p>Case Management</p> <p>Locally Commissioned and in partnership with local probation trust. A</p>

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		<p>Probation Trust. Local data shows that DV is a need for 45% of the population.</p> <ul style="list-style-type: none"><li>• IOM work that is labelled "Inside Out" helps to ensure priority of intervention, information sharing with Police and probation and the delivery of a Change Champion mentoring service with a locally contracted voluntary sector provider. The mentoring service is funded by the Lancashire Community safety partnership and by a joint pool of funds provided by Prison, probation and police.</li></ul>	<p>pilot so no target for starts</p> <p>Case management process. Partnership working with co-commissioned services and other statutory agencies</p>
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<b>Table 5: Accredited Programmes provided in the establishment</b>	
<b>Does this establishment deliver NOMs Commissioned accredited programmes?</b>	No





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<p><b>1b</b> All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance</p>	<ul style="list-style-type: none"> <li>• Publish and promote more widely the establishments Reducing Re Offending Strategy via notices to staff, group meetings, and poster campaigns. June 2014</li> <li>• Promote the use of the new IEP scheme to ensure staff understand better the need for prisoners to attend interventions and the consequences for none attendance. June 2014</li> <li>• Consideration to implement a module in to the Staff Induction Programme which includes pro social modelling and rehabilitation of offenders. This will help to improve the psychological contact with new directly employed and partner agency staff. March 2015</li> </ul>	
<p><b>6c</b> Deliver priority national or specialist services</p>	<p>To ensure the efficient use of prison places through development and implementation of a local bail strategy and use of HDC HMP Preston will:</p> <ul style="list-style-type: none"> <li>- monitor BASS Referral and Placement trends and will investigate when these are outside the expected range for the prison remand population and HDC releases.</li> </ul> <p><b>Quarterly</b></p> <ul style="list-style-type: none"> <li>- agree improvement objectives with the DDC where outcomes are substantially below the expected or historic level for the institution.</li> </ul> <p><b>Quarterly</b></p>	<p align="center">YES</p>

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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>**

	<b>Service Specification</b>	<b>Implementation detail</b>	<b>Notes</b>
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	

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

<b>Table 7b: Service specifications applicable under this Local Annex</b>			
<b>For the following specifications, indicate which are applicable to the establishment by confirming Yes or No</b>			
37	Specialist Units (HSE)	No	Existing service specification which remains in force
38	Bail Services	Yes	Go live April/May 2014
39	Deliver Accredited Programmes	No	Go live April/May 2014
40	Mother & Baby Unit	No	Existing service specification which remains in force
41	Deliver Victim Offender Conferencing (Restorative Justice)	Yes	Go live April/May 2014

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<b>Table 7c: Service Options, above the national minimum</b>		
<b>(which are commissioned under this SLA)</b>		
<b>Service specification</b>	<b>Output(s) commissioned</b>	<b>Service Option Commissioned [ YES / NO]</b>
Cell & Area Searching	A risk assessed programme of routine area searching is agreed, documented and completed correctly.	No
Visits - Services for Visitors	Private meetings can be facilitated between visitors and Partner Agencies.	Yes
Visits - Services for Visitors	Visitors receive information through a variety of media regarding relevant support services.	Yes
Faith and Pastoral Care	Prisoners have access to a Resettlement Chaplaincy Scheme.	Yes
Mandatory Drug Testing	Prisoners found guilty of misuse of Class B and/or Class C drugs or who frequently refuse to comply with MDT testing may be subject to a Frequent Testing Programme.	Yes
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>	No

<b>Table 7d: Agreed delivery hours for specified services</b>			
<b>Service Specification</b>	<b>Output</b>	<b>Agreed hours</b>	<b>Rationale (where hours are agreed above the minimum set within specifications)</b>
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-Textiles	3a Textiles workshop	40	3	28.25	N/A	123000	2000	N/A	111000	N/A
<b>Total</b>		40								

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

<b>Table 8b CU095b (Hours Worked in Services) – this should contain services that are measured under this specific metric</b>			
<b>Activity Service Code</b>	<b>Service Description</b>	<b>Maximum number of prisoner places per activity (planned per week total for 2014-15)</b>	<b>CORE HOURS PER WEEK</b>
Kitchen	Kitchen Worker	25	37.5
Orderly Cleaners	Wing cleaner/wing laundry/wing painters/serverly/orderly	134	Cleaners 54.10
Recycling Activity	None at HMP Preston		
Works Department	Works Department	15	28.25
Other Occupations	Stores, Reception, VP workers	35	Reception – 37.5 Stores – 28.25 VP workers am only- 15
<b>Sub total</b>	<b>N/A</b>	<b>209</b>	<b>342.70</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>			
<b>This should contain activities that are not in scope of either CU095a (Hours Worked in Industry) or CU095b (Hours Worked in Services) metrics.</b>			
<b>Activity Service Code</b>	<b>Activity Description</b>	<b>Maximum number of FTE prisoner places per activity (planned per week total for 2014-15)</b>	<b>CORE HOURS PER WEEK</b>
Education Induction Assessment	Screening	8 (8x sessions)	25.00
Education leading to accreditation	Education	96 (9x sessions)	28.25
Education leading to accreditation	VTC Education	66 (9x sessions)	28.25
Education leading to accreditation	IT	46 (9x sessions)	28.25
Education leading to accreditation	IT Introduction	9 (4x sessions pm)	12.00
Education leading to accreditation	Victim Awareness	10 (4x sessions am)	13.00
Other Resettlement Activities	TRC	10 (5x sessions am)	15.00
<b>Sub total</b>		245	
<b>Table 8 Total</b>		<b>494</b>	

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## Section 3: Regime Outline

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

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

### Out of cell session time summary by day

Day	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
Mon	3h 37m	1h 10m	1h 31m	1h 45m	0h 32m	8h 37m
Tue	3h 37m	1h 10m	1h 31m	1h 45m	0h 32m	8h 37m
Wed	3h 37m	1h 10m	1h 31m	1h 45m	0h 32m	8h 37m
Thu	3h 37m	1h 10m	1h 31m	1h 45m	0h 32m	8h 37m
Fri	1h 44m	0h 00m	1h 34m	1h 45m	0h 13m	5h 18m
Sat	0h 09m	4h 24m	0h 00m	1h 00m	0h 02m	5h 35m

### 5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	3h 15m	0h 56m	1h 32m	1h 45m	0h 28m	7h 57m

### 7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	2h 44m	1h 30m	1h 16m	1h 37m	0h 24m	7h 33m

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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	
<a href="#">CU001</a> Discharge to Court	90.0	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	100.00 %
<a href="#">CU003</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	0.00 %
<a href="#">CU006</a> CAT A Escapes													0	0	0	0	0	0	0
<a href="#">CU007</a> Escapes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<a href="#">CU016</a> Mandatory Drug Testing (MDT)	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00 %
<a href="#">CU031</a> Control & Restraint (C&R) Training	80.0	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	80.00 %
<a href="#">CU060</a> Tornado Commitment																			17.00
<a href="#">CU074</a> MQPL BME Score	16.5	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
<a href="#">CU056a</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	3.00	3.56
<a href="#">CU057a</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	4.00	3.40
<a href="#">CU</a> HMIP Resettlement	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	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	3.00
<a href="#">CU</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	2.79
<a href="#">075</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	3.00
<a href="#">CU</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	2.92
<a href="#">077</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	3.00
<a href="#">CU</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	2.58
<a href="#">078</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	3.00
<a href="#">CU</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	2.86
<a href="#">076</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	3.00
<a href="#">CU</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	2.83
<a href="#">079</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	3.00
<a href="#">CU</a> Violence Management																			
<a href="#">088</a>																			

## 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	
<a href="#">CU</a> Release on Temporary Licence (ROTL)	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	100.00 %
<a href="#">002</a>	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
<a href="#">CU</a> Generic Parole Process (GPP)	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.00 %
<a href="#">043</a>	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
<a href="#">CU</a> OASys Quality	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.00 %
<a href="#">083</a>	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
<a href="#">CU</a> Return of MAPPA F Forms	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.00 %
<a href="#">086</a>	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %
<a href="#">CU</a> ViSOR Effectiveness (Prison)	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.00 %
<a href="#">089</a>	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %

## 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	
<a href="#">CU</a> Sex Offender Treatment Programme (SOTP) Completions																			942
<a href="#">019</a>																			
<a href="#">CU</a> Offending Behaviour Programme (OBP) Completions													0.00	0.00					6,456.0
<a href="#">021</a>																			

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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	84.5	84.5	84.5	84.5	84.5	84.5	84.5	84.5	84.50	84.50	84.50	84.50	84.50	84.50	84.50	84.50	84.50	
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	%	%	%	%	%	%	%	%	%	
<a href="#">CU 014</a> Training / Education on Discharge	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	
<a href="#">CU 015</a> Employment on Discharge	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.00	26.00	26.00	26.00	26.00	26.00	26.00	26.00	26.00	
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	%	%	%	%	%	%	%	%	%	
<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																		
																		94.44 %
<a href="#">CU 036</a> Correspondence Response Times	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	
	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	%	%	%	%	%	%	%	%	%	
<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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