

# Annual Report and Accounts

## 2007-2008



# The Role of Her Majesty's Prison Service

## Our Statement of Purpose

Her Majesty's Prison Service serves the public by keeping in custody those committed by the courts. Our duty is to look after them with humanity and help them lead law-abiding and useful lives in custody and after release.

## Our Vision

- To provide the very best prison services so that we are the provider of choice.
- To work towards this vision by securing the following key objectives.

## Objectives

- To protect the public and provide what commissioners want to purchase by:
  - Holding prisoners securely; and
  - Reducing the risk of prisoners re-offending
- To provide safe and well-ordered establishments in which we treat prisoners humanely, decently and lawfully; and

In securing these objectives we adhere to the following principles.

## Principles

In carrying out our work we:

- Work in close partnership with our commissioners and others in the Criminal Justice System to achieve common objectives;
- Obtain best value from the resources available using research to ensure we offer the best correctional practice;
- Promote diversity, equality of opportunity and combat unlawful discrimination; and
- Ensure our staff have the right leadership, organisation, support and preparation to carry out their work effectively.

# **Annual Report and Accounts**

## **2007–2008**

Presented to the House of Commons pursuant to Section 7 of the Government Resources and Accounts Act 2000.

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# Previous Reports

2006-2007 HC 717	1992-1993 Cm 2385	1984 Cm 9699
2005-2006 HC1291	1991-1992 Cm 2087	1983 Cm 9036
2004-2005 HC 193	1990-1991 Cm 1724	1982 Cm 9057
2003-2004 HC 718	1989-1990 Cm 1302	1981 Cm 8543
2002-2003 HC 885	1988-1989 Cm 835	1980 Cm 8228
2001-2002 HC 957	1987-1988 Cm 516	1979 Cm 7965
2000-2001 HC 29	1986-1987 Cm 246	1978 Cm 7619
1999-2000 HC 622	1985-1986 Cm 11	1977 Cm 7290
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Cleland House  
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London SW1P 4LN

July 2008

To Her Majesty's Secretary of State for Justice and Lord Chancellor.

**HM Prison Service  
Annual Report and Accounts  
April 2007-March 2008**

I am pleased to submit the Prison Service Annual Report and Accounts for the period April 2007 to March 2008.

**Phil Wheatley, CB**

Director General of the National Offender Management Service



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# Foreword



This report records a year in which Her Majesty's Prison Service has performed remarkably well in challenging circumstances. The best ever performance on security has been achieved along with impressive results on other key targets, despite prisons operating at full capacity.

This included just four escapes from prisons and one from Prison Service escort and absconds being the lowest since central records were held. This is particularly impressive considering the population pressures that open prisons were helping to manage.

The Service achieved its targets in employment and education and for offending behaviour programmes (including sex offender treatment programmes). These are vital factors in helping prisoners to avoid re-offending and to live crime free lives on release.

Despite operating at full capacity the level of serious assaults on staff fell. Prison staff deal with difficult individuals and circumstances on a daily basis and assaults are not tolerated. Work is ongoing to keep assaults at the lowest possible level.

With 80% of prisoners coming into prison with a history of substance abuse drug treatment is very important. I am therefore pleased that our target for drug treatment programmes was achieved. Despite these programmes, however, prisoners continue to make determined efforts to obtain drugs while in prison and, alongside the treatment programmes, we must be vigilant to tackle drug misuse. It is therefore also pleasing to report that the level of positive mandatory drug tests in 2007-2008 was 8.9% against a target of 10%.

Against the backdrop of such a strong performance it is also impressive that the Service delivered an additional 1,785 prison spaces as part of the National Offender Management Service (NOMS) Capacity Programme to help manage the prison population pressures. This is a significant building programme which is being well managed.

There are still areas where the Service needs to improve and work is underway to enhance our performance where targets were missed.

As well as reporting the Service's strong performance, this report also represents a milestone, since it is expected to be the last in the series of published annual reports and accounts for Her Majesty's Prison Service that stretches back over 32 years.



If Agency status is confirmed on the re-shaped NOMS then in future, the work and performance of the Prison Service will be reported on in the annual report and accounts for the NOMS Agency.

Despite the changes affecting NOMS as a whole and the Prison Service as one of its main elements, it is important that the Service retains absolute clarity about the business that it is in.

It is here to serve and protect the public by managing prisons and delivering effective prisoner regimes. Running prisons and working in them is difficult and challenging work that the Service performs to a high standard. It has proven expertise, an unequalled security record and partnerships that are based on clear objectives, strong performance, honest and open communications and a commitment to decency, equality and value for money.

A handwritten signature in black ink, appearing to be 'Phil Wheatley', written in a cursive style.

**Phil Wheatley, CB**  
Director General



# Where We Fit

In May 2007 the Prison Service moved from the Home Office and became part of the new Ministry of Justice (MoJ). Within MoJ it forms part of the National Offender Management Service (NOMS), which is both its parent organisation and its main commissioner. The Service contributes to the NOMS purpose and aims as well as playing a key role in 'Protecting the public and reducing re-offending', which is one<sup>1</sup> of the Ministry of Justice's four Departmental Strategic Objectives (DSOs) for the 2007 Comprehensive Spending Review period (CSR). Delivery against DSOs enables the MoJ to fulfil its commitments to the Government's Public Service Agreements (PSAs) for the CSR2007 period. The DSO for which NOMS has the lead is generally referred to as DSO3, simply because it is the third in sequence of the four MoJ-owned DSOs.

*In 1850 the National Penitentiary Service was founded.*

To support its work with offenders, the Service receives funding from a number of different sources and manages a range of services and establishments for a range of different strategic partners. Its responsibility is to ensure that, as provider, it delivers the best possible services it can to meet the requirements of all its commissioners given the available resources. Learning and Skills Councils are responsible, jointly with NOMS, for commissioning skills training provision for prisoners, Primary Care Trusts (PCTs) are responsible for commissioning health services and the Youth Justice Board (YJB) commissions services for Young People (under 18 years). The Service also provides services commissioned by the UK Border Agency at Dover, Haslar and Lindholme.

There are significant changes in organisation and governance from 1 April 2008. Lord Carter's Review of Prisons (December 2007) identified that the previous structures and business operating models led to considerable duplication of work within NOMS and the Prison Service, with each operating their own systems to administer the processes. As part of the restructure of the Ministry of Justice a single NOMS delivery organisation, led by Phil Wheatley previously Director General of the Prison Service, has been created to join together and deliver prison services (both public and private), probation services and third sector contributions more effectively. It is expected that the re-shaped NOMS will operate as an Executive Agency of the Ministry of Justice. The expectations on prisons and probation are unchanged: to protect the public and reduce re-offending. A separate Criminal Justice Group within the MoJ will develop policy, strategy and regulation across the Criminal Justice System (CJS). In addition the Offender Management Supervisory Board will provide strategic supervision.

<sup>1</sup> The other three DSOs are: Strengthening democracy, rights and responsibilities; Delivering fair and simple routes to civil and family justice; and A more effective, transparent and responsive criminal justice system for victims and the public.



# Stakeholder Issues and Engagement

The Service delivers as one part of the wider Criminal Justice system and in order to deliver its business objectives successfully and retain the focus on strategic priorities, it is essential to effectively manage key stakeholder interests. Engaging with Ministers, Parliament, and the public, as well as staff, key delivery partners, suppliers, regulatory and penal interest groups is an essential part of managing the Service. Appendix 1 provides a high-level schematic view of some of the main stakeholder links at national level.

*In 1838 the first prison for juveniles was opened at Parkhurst.*

## Planning Assumptions

As with any organisation, the Service's performance against its planned objectives and deliverables is always at risk from changes affecting underlying planning assumptions. Some changes will be outside the direct control of the Service, but will still need to be dealt with and may lead to a different scale and pace of delivery. The eternal triangle of population pressures, available capacity and finite resources provide some of the most challenging risks and issues for the Service and this was again the case during 2007-2008.

*In 1877, as a result of continued poor standards in prisons, legislation was passed to transfer the powers and responsibilities from local justices to the Home Secretary who also took over from local rate payers the cost of the system.*

## Managing the Prison Population

The Service has no control over the number or type of prisoners sent to it by the courts. During 2007-2008, population planning under the previous organisational arrangements was the responsibility of the former NOMS HQ. With effect from April 2008, planning and delivery are integrated within the re-shaped NOMS.

The Service's duty is to use the available accommodation to the maximum level consistent with running safe, secure and decent prisons. However, changes in the prison population present major challenges for the Prison Service in terms of maintaining regime and resettlement activity and meeting output targets. Significant surges in the prison population can also lead to real difficulties in matching prisoners to the most appropriate accommodation (in terms of facilities and location) and this can have an impact on efforts to implement the decency agenda.

*The average daily population in 1945 was 14,708 compared with 10,326 in 1939. This unexpectedly high population caused problems while the Service was still significantly understaffed after World War 2.*

The population of public sector prisons in England and Wales at the end of March 2008 was 72,651. Within this, there were 11,242 remand prisoners, 60,027 sentenced prisoners and 1,307 non-criminal prisoners. The number of 'young persons' (mainly aged 15-20) was 10,192 while female prisoners (including females under 18 held in prison) numbered 3,630. The population of adult males with short sentences (less than one year and including fine defaulters) was 5,081, while the number of adult males on longer sentences (four years and over) was 28,370. The population of adult females with short sentences, including fine defaulters, was 490, with those on longer sentences totalling 1,226. Additionally, there were 2,470 offenders on the Home Detention Curfew scheme (HDC) on 30 March 2008, including some persons released on HDC from private prisons. This is set out in the following table.

### Analysis of the Public Sector Prisoner Population 2007-2008

	Total	Young Persons			Adult
		M	F	M	F
Total	72,651	9,768	424	59,253	3,206
Untried	7,157	1,190	44	5,652	271
Convicted unsentenced	4,085	704	42	3,126	213
Sentenced	60,027	7,775	333	49,264	2,655
Fine defaulters	75	1	0	68	6
Civil	1,307	98	5	1,143	61
<12 months	7,192	1,596	99	5,013	484
12 months to <4 years	20,938	3,965	147	15,881	945
4 years plus	31,897	2,214	87	28,370	1,226
HDC (taken from HM Prison Service website)	2,470				

The Service introduced the new ethnic categories based on the 2001 Census of Population in March 2003. Excluding the small number of prisoners whose ethnicity is recorded under the old 1991 Census codes (202 prisoners at the end of March 2008), the prison population of public sector prisons at the end of March 2008 included 19,986 prisoners from minority ethnicity groups. Of those whose ethnicity was recorded 72 per cent were White, 16 per cent were Black or Black British, 7 per cent were Asian or Asian British, 3 per cent were of mixed ethnicity and 2 per cent from Chinese or other ethnic groups. These figures are set out in the following table.

### Public Sector Prison Population by Ethnic Group as at March 2008

All	72,651
White	52,192
Asian or Asian British	4,964
Black or Black British	11,488
Chinese or Other	1,174
Mixed	2,360
Not stated	240
Unrecorded	31
1991 census codes	202

The prison population has continued to increase steadily as a direct impact of other parts of the criminal justice system catching and imprisoning the most serious and dangerous offenders. The growth in the total prison population of nearly 1,800 (2%) in the last year has meant that prisons have had to operate at close to full capacity. There has also been a significant change in the population mix with the number of IPP (Indeterminate Sentence for Public Protection) prisoners increasing by 67% (up 1,647). During 2007, 60% more serious and violent offenders were imprisoned than in 1997. The adult male estate has operated with an occupancy rate of above 98% for the majority of the year with the open estate reaching 95% occupancy by March 2008.

Contingency measures including housing prisoners in police cells under 'Operation Safeguard'<sup>2</sup>, use of court cells and the introduction of the End of Custody Licence (ECL) scheme during the year have helped manage the increase prison population along with effective use of the estate.

Population pressures and their consequences create additional risks to security, order and control and regime delivery. The low level of escapes, violence and disorder that has been maintained against this background is a commendable achievement down to the skill and professionalism of Governors and their staff.

## Prison Capacity

Clearly, providing appropriate accommodation that matches the size and mix of the prison population is of vital importance and yet is one of the most difficult tasks facing the Service. As with population planning, estate issues during 2007-2008 under the previous organisational arrangements were the responsibility of the former NOMS HQ. From April 2008, estate issues and the Prison Capacity Programme become the responsibility of the re-shaped NOMS and will be integrated with delivery.

The overall Operational Capacity (Op Cap<sup>3</sup>) of the Prison Service increased by 1,507 places during 2007-2008, and in use Certified Normal Accommodation (CNA<sup>4</sup>) increased by 1,222. The table below shows the Baseline Certified Normal Accommodation (CNA<sup>5</sup>), the In Use CNA<sup>6</sup> and the Op Cap for public sector prisons for the end of March 2008 compared to the end of March 2007.

March 2007			March 2008		
Baseline CNA	In Use CNA	Op Cap	Baseline CNA	In Use CNA	Op Cap
<b>65,863</b>	<b>64,066</b>	<b>73,530</b>	<b>67,346</b>	<b>65,238</b>	<b>75,037</b>

2 Operation Safeguard – The contingency plan used during times of extreme population pressure under which prisoners who cannot be placed in prisons are accommodated in police cells.

3 Operational Capacity (Op Cap) of a prison is the total number of prisoners that an establishment can hold taking into account control, security and the proper operation of the planned regime. It is determined by Area Managers on the basis of operational judgement and experience.

4 Certified Normal Accommodation (CNA), or uncrowded capacity, is the Prison Service's own measure of accommodation. CNA represents the good, decent standard of accommodation.

5 Baseline CNA is the sum total of all certified accommodation in an establishment except, normally, cells in punishment or segregation units and healthcare cells or rooms in training prisons and YOIs that are not routinely used to accommodate long stay patients.

6 In-Use CNA is baseline CNA less those places not available for immediate use – for example, damaged cells and cells affected by building works.

The Prison Capacity Programme, which was set up as part of the Government response to the rapidly growing prison population, delivered 2,009 new public sector prison places (2,295 new places across both public and private sectors) during 2007-2008. The total number of operational capacity places available, as set out in the table, is 502 places fewer than the number of new places opened. This is because operational capacity is affected by a range of short term closures of accommodation, principally for essential repairs and refurbishment. In 2007-2008, the level of accommodation taken out of use for refurbishment was higher compared to previous years mainly due to the change of functions planned for Cookham Wood and Wealstun open prison. Cookham Wood will in future hold young men aged up to 18 and Wealstun open prison is being converted to closed conditions for adult male prisoners.

The increase in baseline CNA is due to the new capacity built within the prison estate. This includes the new public sector prison at HMP Kennet and a range of expansion projects at existing prisons as shown in the following table. Most of the expansion took place in the public sector, but there were private sector increases too (private sector increases shown in brackets).

Establishment	Places	Establishment	Places	Establishment	Places
Albany	40	Hindley	60	Stocken (House block)	120
[Altcourse]	[180]	Lewes	174	Stocken (RBRu)	64
Channings Wood	64	Lindholme	60	Stoke Heath	60
Erlestoke	60	[Lowdham Grange]	[106]	Wayland	180
Featherstone	64	The Mount	44	Whatton	60
Garth	180	Portland	67		
Haverigg	68	Ranby	60		
Highdown	178	Send	64		

The Prison Service managed the public sector contribution to the Capacity Programme. All new accommodation was opened immediately following hand over to operations with safe build up of new receptions. The greatest risk to this programme in 2007-2008 was the difficulty in recruiting staff. At a small number of sites, recruitment ran behind the scheduled opening dates. This risk was mitigated by the re-deployment of staff from other sites who had recruited staff but where there were construction delays. This approach and the co-operation of staff allowed the Service to open new accommodation with limited impact on the operational management of other prisons. House-blocks at Stocken and Lewes were opened early as construction was delivered ahead of schedule. A major new prison officer recruitment campaign was launched in January 2008 to ensure the required availability of this critical group of staff, both for existing capacity and for the new capacity scheduled to come on stream throughout 2008-2009.

The Prison Capacity Programme has encouraged the development of new and innovative designs for more quick build prisoner accommodation. Alongside the tried and tested designs for house blocks NOMS, along with construction partners, has developed:

- Ready Built Residential units (RBRu) of modular construction containing shower unit; and
- Quick build prisons that are fabricated and finished in the factory before being 'dropped' into a prison site;



To support the increase in prison capacity across the estate, tailored packages of ancillary facilities have also been provided. These include increased workshop or education space, improved or enlarged facilities for visitors and increased access to the gym and to physical recreation. These all contribute to the wider NOMS objective of reducing re-offending and also supporting prisoners in resettling into the community on release.

In December 2007 Lord Carter published his review, "Securing the Future: proposals for the efficient and sustainable use of custody in England and Wales". This recommended a programme for building a further 10,500 places. This includes up to three large 'Titan'<sup>7</sup> prisons being built. Lord Carter also recommended increasing capacity in the short to medium term by further expansions to existing sites, conversion of ex-Ministry of Defence sites and securing the use of a floating facility.

At the end of March, the MOJ secured the site at RAF Coltishall as part of the Carter measures. A 500 place Category C prison will be developed on part of the site. The first 80 places are due in early 2009 and the remaining 420 places later the same year.

## Resources

The table below shows the final budget for 2007-2008 of £2,057.5m.

£ Million	Final budget 2007-2008	Final Outturn 2007-2008
Resource	2,057.5	2,052.6
Capital	19.3	26.4

The Prison Service budget for 2007-2008 was funded almost entirely by NOMS.

In considering how to use the budget, the Prison Service Management Board had to decide between a number of competing priorities and challenges both in the delivery of core services and in modernising the Prison Service.

At the end of year, the Prison Service reported a Resource under spend of 0.24% (£4.9m). The reported resource outturn excludes notional costs of £5.4m. The Capital outturn was planned and managed within the overall NOMS capital allocation.

7 Titan – The name given to proposed prisons providing 2,500 places or more.

# Outturn Against Key Performance Indicator (KPI) Targets During 2007-2008

In 2007-2008, whilst managing a number of risks and constraints around funding and capacity, the Service once again turned in an impressive performance. It met 9 of the 12 annual delivery targets agreed with Ministers and produced its best ever performance on security. The following graphs show performance against current KPIs over the last 13 years (or a shorter timescale where KPIs are more recent).

Detailed statistical information by function and individual prisons on population, cost and performance against KPIs during 2007-2008 is set out at Appendix 5.

## Escapes

The number of category A escapes and total escapes expressed as a proportion of the average prison population.

### Target:

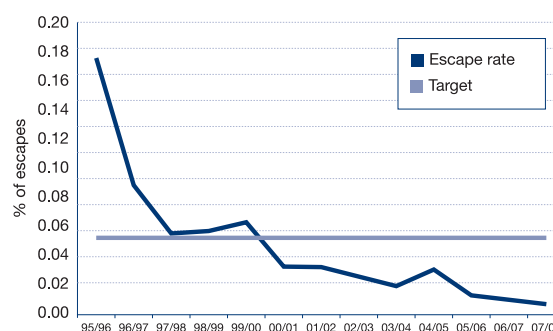
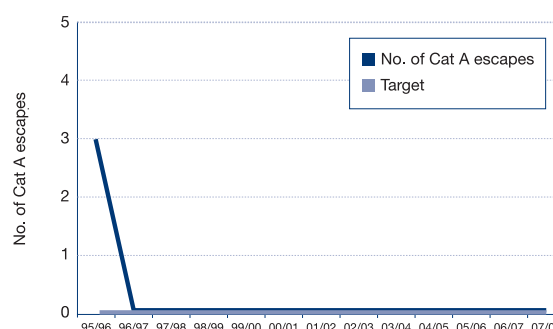
To ensure no escapes of Category A prisoners.

### Result

**MET.** No Category A escapes.

To ensure that the rate of escapes from prisons and from escorts undertaken by Prison Service staff, expressed as a proportion of the average prison population, is lower than 0.05%.

**MET.** The escape rate was 0.01%.



## Serious Assaults

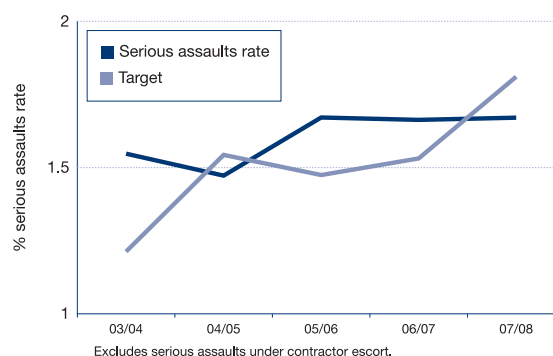
The number of serious assaults on staff, prisoners and others, expressed as a percentage of the average prison population.

### Target:

To ensure the number of serious assaults does not exceed 1.81% of the average prison population.

### Result

**MET.** The total rate of serious assaults was 1.67%.



## Self-Inflicted Deaths

The rate of self-inflicted deaths per 100,000 of the average prison population.

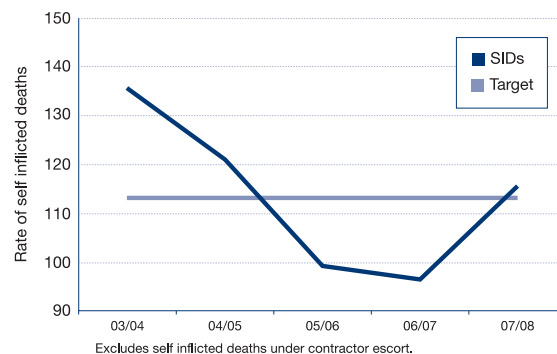
### Target:

To ensure that the rate of self-inflicted deaths in 2007-2008 does not exceed 112.8 per 100,000 of the average prison population.

### Result

**NOT MET.**

The rate was 115.5.



## Mandatory Drug Testing (MDT)

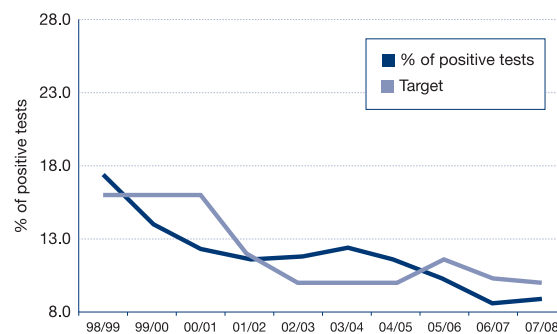
The rate of positive results from random mandatory drug testing.

### Target:

To ensure that the average rate of positive results from random mandatory drug tests does not exceed 10%.

### Result

**MET.** The rate of positive tests was 8.9%.



## Race Equality

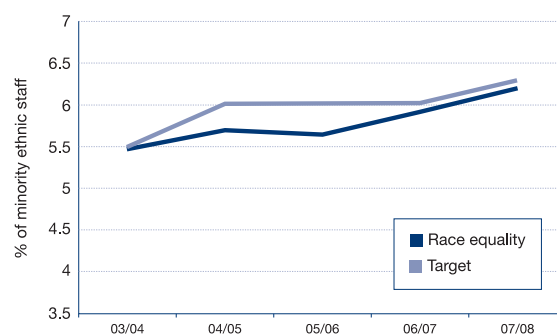
The proportion of minority ethnic staff.

### Target:

To ensure that the number of minority ethnic staff in the Prison Service, expressed as a proportion of the workforce who have declared their ethnicity, is at least 6.3% by April 2008.

### Result

**NOT MET.** 6.2% of staff who declared their ethnicity were from minority ethnic groups.



## Offending Behaviour Programmes (OBP)

The number of prisoners completing programmes accredited as effective in reducing re-offending.

### Target:

To deliver 6,360 living skills programme completions and 1,035 sex offender treatment programmes (SOTP) in 2007-2008.

### Result

**MET.** 6,960 living skills programmes completed.

**MET.** 1,037 SOTPs completed.



## Drug Treatment

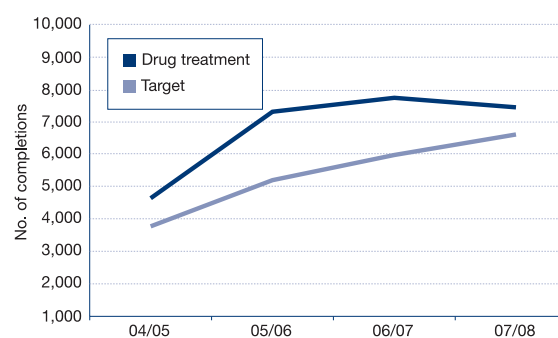
The number of prisoners completing drug treatment programmes.

### Target:

To achieve 6,595 drug programme completions.

### Result

**MET.** 7,412 drug treatment programmes completed.



## Overcrowding

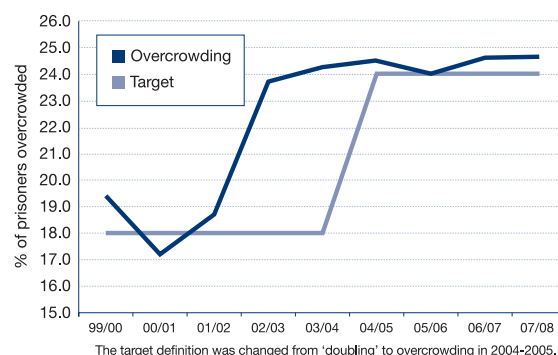
The percentage of the prison population held in accommodation units intended for fewer prisoners.

### Target:

To ensure that the number of prisoners held in accommodation units intended for fewer prisoners does not exceed 24% of the average population.

### Result

**NOT MET.** The average rate of overcrowding was 24.6%.



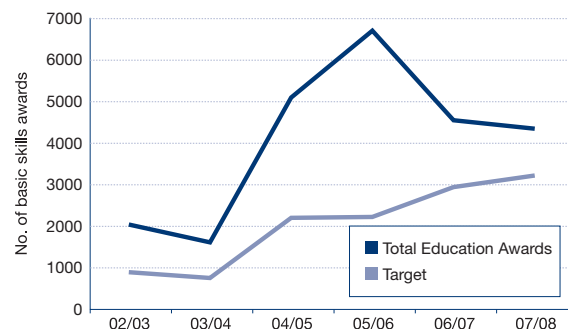
## Education (Wales only)

The number of awards achieved by prisoners including basic skills and key work skills.

### Target:

During 2007-2008, prisoners in prisons in Wales to achieve:

- 1,067 Basic Skills awards of which:  
342 are at entry level;  
445 are at level 1; and  
280 are at level 2.
- 2,100 Key Work Skills awards.



Note: The Service ceased reporting on this measure for English regions mid-way through 2006-2007 when control of education (except in Wales) transferred to the Learning and Skills Council.

### Result

**MET.** Prisoners achieved 447 entry level awards.

**MET.** Prisoners achieved 452 level 1 awards.

**MET.** Prisoners achieved 294 level 2 awards.

**MET.** Prisoners achieved 3,096 Work Skills awards.

## Resettlement

The % of prisoners with an employment outcome on release.

Note: Definitions for resettlement targets changed for 2007-08. Therefore there is no trend for previous years.

### Target:

To ensure that 25% of prisoners have an employment outcome on release.

### Result

**MET.** The percentage of prisoners discharged with an employment outcome was 27.3%.

## Accommodation

The % of prisoners with settled accommodation on release.

Note: Definitions for resettlement targets changed for 2007-08. Therefore there is no trend for previous years.

### Target:

To ensure that 74% of prisoners have settled accommodation on release.

### Result

**MET.** The percentage of prisoners discharged with a settled accommodation was 85.4%.

## Staff Sickness

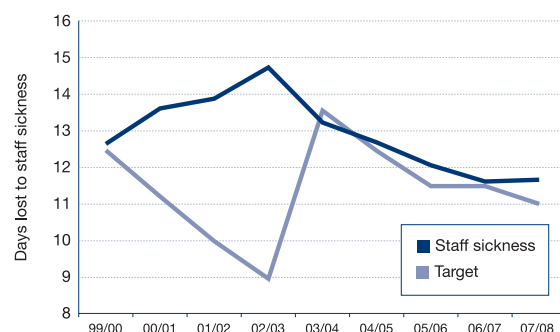
The average number of working days lost through sickness absence.

### Target:

To ensure that average staff sickness in 2007-2008 does not exceed 11.0 working days per person.

### Result

**NOT MET.** The average rate of staff sickness was 11.7 working days per person.



Detailed statistical information by function and individual prisons on population, cost and performance against KPIs during 2007-2008 is set out at Appendix 5.

# Delivering the Strategy

A vital part of the Service's strength over a number of years has derived from its clarity and consistency in focusing on those key strategic priorities that can translate its Statement of Purpose (see the inside of the front cover) into successful delivery. In the Prison Service Five-Year Strategy<sup>8</sup> the strategic priorities were identified to be:

- Decency;
- Diversity and Equality;
- Maintaining Order and Control;
- Organisational Effectiveness;
- Public Protection;
- Reducing Re-offending; and
- Security.

*The Criminal Justice Act 1948 introduced two new types of institution: the detention centre (short sharp shock) and the remand centre (for improved assistance to courts, separation of young prisoners on remand and more systematic allocation).*

To help its managers and staff to be clear on the required approach and style of working, the Prison Service has evolved its own Operating Model which emphasises the importance of:

- Strong leadership and line management and maximising the contribution of staff;
- Identifying risks and applying effective risk management;
- Clear principles to be followed in all Prison Service policy;
- Clarity about accountability;
- A clear view of the role of Headquarters, Area and functional management; and
- Pushing decision-making down the organisation and avoiding over-centralisation.

The agreed priorities and the strategy in general are developed into time-bounded actions through each year's business plans, the Corporate Change Portfolio and, of course, by way of the Service Level Agreements (SLA) agreed with our commissioners. The Management Board has used the Corporate Change Portfolio to drive forward strategic priorities and to help ensure that there is a good fit between strategy and delivery and that the Service is able to deliver its SLA commitments.

This Annual Report and Accounts for 2007-2008 is focused on the Service's performance during the financial year 2007-2008 and how effective it was in achieving its published objectives and targets for that period. However, it is also important to assess last year's performance against the longer term strategic context and consider progress made against the Service's rolling five-year strategy.

<sup>8</sup> The Prison Service Five-Year Strategy is not a published document but is available electronically on the Prison Service Intranet.

The Service is part of NOMS and its strategy and plans are designed to ensure an appropriate and active contribution to the work of NOMS, the MoJ and the wider CJS. Its strategy has been adjusted to reflect and respond to the vital changes that commissioning has started to bring to the way the Service needs to plan and organise and this theme will continue under the re-shaped NOMS arrangements. The Service has also tried to give increasing focus to its partnerships with the Probation Service, the YJB, the third sector and the wider CJS and to better realise the strengths that those partnerships can offer.

The Prison Service Five-Year Strategy has been pursued vigorously and successfully during what has been a challenging time for the Prison Service, its commissioners and its delivery partners. The Service has been working under sustained pressure from increasing prisoner numbers with an all-time high of 82,180 prisoners in police and court cells as well as establishments being reached on 29 February 2008. A small number of incidents, although well-controlled, point to the risks involved and latest population projections indicate that the population pressures will continue. As covered elsewhere, the NOMS Capacity Programme will progressively help to ease the situation and the Service has demonstrated its ability to bring new capacity into use at short notice. However, there can be no doubt that the situation will require skilful operational management for the foreseeable future.

Even with continuing population pressures and its inevitable share of the constraints on public sector resources, the Service again continued to perform at an impressively high level and hit or exceeded most of its targets. Those results were hard-earned and serve to underline the quality and commitment of Prison Service staff. Effective organisations rely on effective staff<sup>9</sup> and the Service shows continuing evidence that the quality of its staff and the effectiveness of relationships between staff and prisoners is a significant factor in its success. Last year saw another strong performance on security and the Service also delivered well in terms of prisoner-focused targets designed to help reduce re-offending.

Much of the Service's work is carried out within established structures and is 'business as usual'. In addition, the Service is also pursuing an ambitious corporate change portfolio and during 2007-2008 there was some notable progress in terms of four major programmes achieving a successful closure and other programmes achieving key milestones. A summary of the scope and outcome from both delivery approaches is set out in the next section on progress in delivering the strategy during 2007-2008.

9 See Appendix 4 for details of awards and honours to Prison Service staff made during 2007-2008.

# Progress During 2007-2008 in Delivering the Strategy

## The Decency Agenda

The decency agenda remains absolutely crucial to the Service's development and the delivery of decency underpins all our other work. It is the basis of the staff/prisoner relationship and can be a vital component of reducing the rate of suicide and ensuring we secure good race relations in our prisons.

Decency means:

- Treatment within the law – regimes and treatment of prisoners by staff must be lawful. No one should be punished outside the rules or be subject to unauthorised and unlawful force;
- Promised standards must be delivered – if we say we are going to do something we must ensure that it happens and we must ensure that the standards set provide prisoners with a reasonable quality of life and humane and acceptable treatment;
- Clean, properly equipped and properly maintained facilities must be provided;
- Prisoners deserve and are entitled to prompt attention to their proper concerns. Inevitably, prisoners have to rely on staff intervention and co-operation. It is absolutely vital that prisoners are never put off with false promises, refused what they are entitled to, unfairly ignored or overlooked;
- We have a duty to protect prisoners from harm – harm from each other, harm as a result of the overall experience of prison and harm from us;
- Prisoners must be provided with a regime that gives them enough variety and choice to make imprisonment bearable. Doing time is hard. It is not part of our job to make it harder than it need be. We must ensure time out of cell, with the chance to mix with others, enough access to visits, phone calls, letters and real opportunities for constructive occupation and self-improvement. Fair and consistent treatment by staff is essential. Fairness in prison implies consistency and certainty; and
- In a diverse society, fairness can only be achieved if all are treated fairly and equally, no matter what their colour, race, religion or sexual orientation.

*In 1777 the prison reformer John Howard said that conditions in prisons were 'filthy, corrupt-ridden and unhealthy'.*

*In 1842 Pentonville prison opened. During the next six years, 54 new prisons were built, most on the Pentonville design, providing 11,000 separate cells. This met the requirement of the so-called 'separate' system under which prisoners were isolated from their fellows.*

The overall test is:

*"If my son or daughter were ever sent to prison, would I be content for them to be treated in the way that prisoners are treated in this prison?"*

If we are to successfully deliver decency, Governors must be clear about the sort of relationships staff must have with prisoners and work actively to foster and encourage those relationships.



**Our key decency objectives for 2007-2008 were** to implement the Safer Custody programme, which has now become embedded as part of mainstream activity; to meet targets for self-inflicted deaths, serious assaults, positive mandatory drug tests and overcrowding; and to ensure that prisoners experienced safe, and lawful regimes, with reasonable food and clean living conditions, constructive regimes, fair treatment and prompt attention to their concerns.

**Achievements** included the implementation of key safer custody policies to reduce self-harm and self-inflicted deaths. The actual target of 112.8 self-inflicted deaths per 100,000 of the population was missed with an outturn of 115.5 (representing 83 deaths), there was a distinct improvement in the last quarter of the reporting year. The targets for serious assaults and positive mandatory drug tests were met. While the overcrowding target was narrowly missed (24.6% against a target of 24%), the result was a good achievement in the face of sustained record population levels. Audits and inspections showed that prisoners were generally cared for in reasonable conditions, although population pressures also hit time out of cell and access to constructive activities. A programme of assessing national policies for their impact on race and diversity has continued.

**In the year ahead,** we will continue to pursue the decency agenda, drawing on the “Measuring the Quality of Prison Life” (MQPL) tool devised by Cambridge University, to measure the prisoner’s experience of custody. Work also continues to further improve equal treatment of prisoners regardless of colour, race, religion or sexual orientation. There appears to be some variation in outcomes between groups, and Black and Minority Ethnic (BME) and Muslim prisoners report less positive perceptions of the Service.

## Race and Diversity

Race equality is central to the decency the Service seeks to portray. We aim to act professionally and fairly do the best possible work with everyone in our diverse prisoner population. We have now embedded in our operations robust ethnic monitoring, assessment of policies and procedures for their impact on race equality, thorough and meaningful investigation of racist incidents and clear accountability for success and failure through the framework of Prison Service Order (PSO) 2800.

*On 21 March 2000, Zahid Mubarek was murdered in his cell at Feltham Young Offenders Institution by a racist fellow prisoner.*

The latest Citizenship Survey (April-September 2007, England and Wales) found that while in 2001 21% of BME people felt they would be treated worse than any other races by the Prison Service, in 2007 that figure had fallen to 14%. Clearly, this is still unacceptably high, but the reduction is the biggest decrease for all the criminal justice agencies.

The Prison Service Race Equality Action Plan (REAP) builds on the joint action plan agreed with the Commission for Racial Equality (CRE) and includes actions addressing recommendations from both the Inquiry into the death of Zahid Mubarek and Her Majesty’s Chief Inspector of Prisons (HMCIP) thematic report on race, ‘Parallel Worlds’.

The REAP structures measure progress on our absolute commitment to: eliminate all discrimination towards individuals held in custody based on irrelevant factors such as race, religion or ethnicity; ensure equality of opportunity for people from all backgrounds; and promote good relations between individuals and groups from all backgrounds.

**Our key race and diversity objectives for 2007-2008 were** to implement the Race Programme and complete the implementation of Phase 2 of the Race Equality Action Plan, begun in January 2007; to monitor progress on the recommendations of the Zahid Mubarek inquiry; and to complete the process of impact assessing national policies begun in August 2006. We also aimed to achieve a minimum of 6.3% of staff from ethnic minorities and review and revise the race standards and key performance indicators.

**Achievements in 2007-2008** included significant progress in implementing the Race Equality Action Plan, including the 33 recommendations from the Mubarek inquiry that are the responsibility of the Prison Service. Impact assessment of a further 34 policies were published in August 2007. A revised Race Equality (Prisoners) standard was published in July 2007. At the end of the year, the percentage of BME staff was just short of the target at 6.2%, but 7.39% of those recruited in 2007-2008 stated they were of BME origin.

**In 2008-2009** we will continue to work towards achieving the 6.3% BME staff target, The restructuring of NOMS Headquarters brings a greater range of policies and recommendations from the Mubarek inquiry within the NOMS remit and there will be programmes of work to address these in the coming year. The current Race Equality Action Plan concludes in December 2008 and further work will be incorporated in the NOMS Race Equality Scheme from March 2009.

## Maintaining Order and Control

Without ordered, controlled and safe prisons the Service will not have the environment necessary to carry out its other work successfully. The emphasis needs to be on ensuring effective and appropriate relationships between staff and prisoners, ensuring that regimes are positive and that prisoners have (and can see) the opportunity to progress. In these times of financial restraint the Service must be active and convincing in making the case for regimes that contribute to order and control. It needs to make maximum use of schemes like incentives and earned privileges and the violence reduction strategy to support order and control. On those rare occasions when order is lost, it is essential that the situation is brought under control quickly and that force, when used, is used lawfully and professionally. To support positive and open regimes, it is essential that indiscipline and poor behaviour is never rewarded and that sanctions, including the use of criminal law, are used wherever appropriate.

*The disturbance at Strangeways prison in Manchester in 1990 was followed by the Woolf Report in 1991.*

**Our key order and control objectives for 2007-2008 were** to ensure effective and appropriate relationships between staff and prisoners; to optimise the use of incentives and earned privileges and apply the Violence Reduction Strategy.

A revised Violence Reduction Strategy was introduced in June 2007, bringing together policy on violence reduction, anti-bullying, systems to prevent violence between prisoners and learning from the Mubarek inquiry. Audit provides assurance that incentives and earned privileges operate in all prisons, and the MQPL tool is used to monitor staff-prisoner relationships. This is part of day-to-day business that will continue to be monitored.

As recorded elsewhere in this report, maintaining order and control in the current population situation is a creditable achievement.

## Organisational Effectiveness

To respond proactively to the demands placed on it, the Service needs to be well organised, efficient, alert to new opportunities (including new IT and other new ways of working) and have the expertise to be successful in any competition involving one or more of our establishments or particular aspects of our business.

*In 1993, Her Majesty's Prison Service became an Executive Agency of the Home Office.*

The Service needs to work imaginatively and skilfully to manage and improve performance. Even the best prisons can still improve. Prisons have responded well already to the challenge of the Service's own internal benchmarking programme and, more recently, the development of the purchaser/provider relationship with regional offender managers (ROMs) in England and the Director of Offender Management (DOM) for Wales has led to additional comparative and competitive pressures. The Service's strategy is to provide high quality, integrated 'through the prison gate' offender services delivered in decent and well-managed prisons that represent good value for money.

The Service faces a more challenging financial environment and a relentless search for improved effectiveness and efficiency will be a permanent feature of its future strategy.

### **Key elements of the organisational effectiveness programme in 2007-2008**

**included** identifying the processes that offer the biggest opportunities for increasing efficiency and developing action plans as to how they will be streamlined. This included corporate approaches to visit booking and staff rostering; restructuring the three areas of Thames Valley, Surrey and Sussex and Kent into two – Kent and Sussex and South Central; and enhancing the existing and very successful Performance Improvement Programme. The People Strategy Programme was to be implemented along with steps to identify and celebrate success through recognising and rewarding high performers. We aimed to complete the roll-out of the Phoenix<sup>10</sup> system and ensure the full potential benefits of the Shared Service Centre were realised, together with other Information and Communications Technology (ICT) projects to deliver greater efficiency.

**Good progress has been made** in the development of a corporate staff rostering tool and the clustering of prisons to generate benefits from shared services. A review of existing policies and standards, new arrangements for prison retail and opportunities from enhanced management information are all laying the foundations for future efficiencies. The rationalisation of three areas into two was completed and produced efficiency savings of approximately £1m. Significant progress was achieved with the implementation of the People Strategy and six prisons were designated High Performing Prisons. HMP Gloucester was separately given an award as the most improved prison. The Phoenix roll-out was completed on time and the forecast benefit has increased from £102 to £119m.

**These are all large programmes** that will continue in 2008-2009. The review of prison retail will improve the efficiency of operation of prison shops and the new rostering system will reduce the cost of the daily rostering of prison staff and provide better management information. The lessons learned from the Performance Improvement Programme are being disseminated as good practice and the details used to formulate the performance improvement and competition strategies for the re-shaped NOMS. Work continues on Phases 2 and 3 of HR shared services, and it will be essential to engage carefully with staff and managers to ensure the new systems continue to evolve and improve to fully meet operational needs. A project is under way with our IT partners, EDS UK, to improve systems for management information, reporting and analysis.

10 Phoenix – the Prison Service's Oracle-based Enterprise Resource Planning System.

## Public Protection

Working with others to ensure that the public are protected from dangerous and violent offenders is at the heart of our Statement of Purpose.

We help to protect the public by ensuring that the categorisation and allocation system operates so as to prevent those who represent a significant risk to the public from escaping and to ensure that prisoners are allocated to the appropriate conditions only after careful risk assessments which, in the case of foreign national prisoners, address the impact of immigration enforcement action where appropriate. The overriding purpose of the security categorisation must be to ensure that prisoners are retained in custody with a level of security that is consistent with the need to protect the public.

Safe operation of Home Detention Curfew (HDC) and Release on Temporary Licence (ROTL) systems is based on a thorough risk assessment of prisoners to ensure the public is not put at undue risk. Irrespective of population pressures, the decision to allow temporary or early release must always be balanced with an active consideration of the risk the prisoner presents to the public to ensure that both public safety and public confidence in the system are maintained.

For those prisoners whose release is considered by the Parole Board, the Prison Service's contribution to the process must always be timely, accurate and provide all relevant information and any recommendation must be based on a realistic assessment of risk. It is important too that the effectiveness of treatment interventions is not overstated or over-estimated.

The Prison Service has a duty to work with others, including the police, the Probation Service, Health, Social Services, Youth Offending Teams (YOTs) and the UK Border Agency, to ensure that the risk posed by discharged prisoners can be reduced and, wherever possible, managed safely. Multi Agency Public Protection Panel Arrangements (MAPPA) will cover many prisoners and the Prison Service's contribution as a "responsible authority" to MAPPA must be done well. Our approach is that, wherever legally possible, information must be shared and communicated to enable released prisoners to be managed safely in the community.

**Our key public protection objectives for 2007-2008 were** to take action to handle the additional pressures caused by the increase in the number of terrorist prisoners; to work with offender managers and other agencies to assess thoroughly the risks posed by individual offenders; and to work with other MAPPA agencies to draw up and implement management plans for the most serious offenders.

**In 2007-2008**, the MAPPA objectives were achieved. Good progress has been made in joint working on offender management and a programme of work is under way to address extremism and to plan for future capacity for terrorist prisoners across the criminal justice system.

**In future**, the new NOMS Agency structure will ensure that public protection is prioritised and that NOMS resources are deployed effectively at local, regional and strategic levels.

*In 1787, transportation to Australia began.*

*Ruth Ellis, in 1955, was the last woman to be executed.*

*The last two executions were in 1964 at Liverpool and Manchester.*

## Reducing Re-offending

Reducing Re-offending is at the heart of the work of HM Prison Service and the National Offender Management Service. The Service has been working increasingly closely with the Probation Service and other partners to roll out the Offender Management model in prisons.

We are committed to engaging fully in the national Reducing Re-offending Action Plan and Area Managers have been key players in developing and implementing Action Plans for the 9 English regions and for Wales. The structure of the re-shaped NOMS will clarify responsibility for operational delivery of the seven pathways for reducing re-offending:

- Accommodation;
- Education Training Employment;
- Mental, Physical Health;
- Drugs and Alcohol;
- Finance Debt and Benefits;
- Children and the Families of Offenders; and
- Attitudes and Thinking Behaviour.

We will work with partners, particularly colleagues in the National Probation Service, to deliver regimes in custody which meet the resettlement needs of prisoners and address their offending behaviour. Some examples of the approaches being taken are summarised in Appendix 2.

In focusing on the Reducing Re-offending agenda we will not lose sight of the need to maintain safe, secure and decent prisons. This remains fundamental to maintaining public confidence and to running prisons effectively.

**Our key reducing re-offending objectives for 2007-2008 were** to achieve targets for the percentage of prisoners released with employment and accommodation, drug and offending behaviour programme completions, implement the Offender Management Programme, apply the OASys<sup>11</sup> risk assessment tool and implement the C-NOMIS<sup>12</sup> programme. We also set out to work with other agencies to agree Reducing Re-Offending Action Plans for the English Regions and Wales and take forward the three priorities from “Reducing Re-Offending Through Skills and Employment”.

**Achievements** included meeting targets for employment, accommodation, drug and offending behaviour programmes and implementing the Offender Management model. The OASys assessment tool is in operation although there remains a backlog of assessments to be completed for prisoners who were already in custody when the tool was introduced. Good liaison is in place with the Department for Innovation, Universities and Skills (DIUS) and we are participating in two test bed regions for work to implement “Reducing Re-offending Through Skills and Employment.”

**In 2008-2009** we will again have targets for employment, accommodation and programme completions. Phase 4 of the Offender management model is due for implementation by autumn 2008. A revised C-NOMIS programme is under way.

*In 1895 the Gladstone Report recommended a move away from punishment and deterrence to deterrence and reformation. The Prison Act 1898 phased out unproductive labour like the crank and tread mill.*

<sup>11</sup> OASys – Offender Assessment System.

<sup>12</sup> C-NOMIS – National Offender Management Information System.

## Security

The priority is to ensure a continued emphasis on providing proactive, intelligence-led security, preventing escapes and ensuring that the public are not placed at unnecessary risk as a result of the actions or inactions of the Prison Service.

*The Learmont Report in 1995 followed escapes from Whitemoor and Parkhurst.*

The Service's recent history on Security has been excellent, but it must continue to develop its approach to respond to the continuing and emerging threats, which include:

- the challenges posed by the rising numbers of prisoners convicted or charged with terrorist or terrorist-related offences;
- the potential for staff corruption;
- constantly evolving new technology; and
- a prison population likely to remain at very high levels which raises particular challenges for order and control.

In responding to these threats NOMS will continue to develop close relationships with other key agencies including the police, the Security Service, the Serious Organised Crime Agency (SOCA), HM Court Service and the UK Border Agency.

**Targets for 2008-2009** included ensuring that no Category A prisoner escaped and that the number of escapes from prisons and escorts undertaken by Prison Service staff was less than 0.05% of the prison population, and that locally negotiated targets for reducing absconds were also met. We also pursued measures to prevent and tackle staff corruption, introduce enhanced systems for managing the risk presented by terrorist prisoners and for the collection and management of intelligence.

**The escape targets** were achieved or exceeded with the lowest recorded outcome for both escapes and absconds. A dedicated Corruption Prevention Unit was established along with a programme to address the issues raised by extremism and closer working arrangements with other agencies.

**In 2008-2009** the work on extremism and work with other agencies will continue. Other work will include a new intelligence model and work with the Crown Prosecution Service to deliver a firm and consistent policy on the prosecution of absconders.



# Organising for Delivery

Earlier sections of this report have dealt with the Service's action and performance in terms of main priorities. In addition to these there are, as for any large enterprise, those aspects of organisation and approach that support the delivery of the main priorities and which the Service needs to focus on and get right in order to ensure effective delivery. This section summarises the action taken during 2007-2008 on a number of these aspects.

*The publication of Lord Patrick Carter's review of the Correctional Services in 2004 led to the creation of the National Offender Management Services and the concept of contestability and a competitive market for correctional services.*

## Operational line management

The Service has a simple but robust and effective operational line management structure in place. Individual prison establishments are the Service's critical delivery units. SLAs between Governors and Area Managers ensure that every establishment focuses on key objectives and has stretching but achievable targets matched to resources and individual local considerations. In turn, Area Managers report directly to the Deputy Director General who monitors delivery on a monthly basis. High Security prisons are managed separately by the Director of High Security.

## Incident management

The Service has tried and tested procedures in place for the management of serious incidents. Despite the population pressures and the increased potential for tension this creates, in 2007-2008, there were only five incidents of concerted indiscipline that were sufficiently serious to warrant the opening of the Headquarters Gold Command Suite<sup>13</sup>. Only two of the incidents resulted in significant damage.

## Structural and Policy Changes

The Service has undergone a series of changes in its functions and the structure of the organisation has been adjusted to respond to changing requirements. Last financial year saw a number of shifts in organisational structure and policy, culminating at the end of the year in the launch of the re-shaped NOMS.

<sup>13</sup> Gold Command – The national level of command for incidents.

## Operational Policy

In advance of this, the bringing together during 2007-2008 of a range of Prison Service and NOMS policy units within a newly-created Directorate of Operational Policy was partly driven by the Service's wish to simplify policies to maximise their impact at a time of considerable operational and resource pressures. For example, merger of functions in a new Interventions Unit prioritised resources to further improve the quality and delivery of accredited interventions. The expansion of the Directorate from April 2008 to include a commissioning arm now paves the way for translating agreed strategies into service specifications for delivery, for example in respect of accepted Corston Report<sup>14</sup> recommendations about vulnerable women in the prison and probation systems.

## HR Operating Model

The completion of release 1 of the planned changes to HR delivery saw the transfer of transactional HR services from establishments to the new Shared Service Centre (SSC) based in Newport, South Wales. This involved the successful migration of over 50,000 records to the new system.

The transition will be completed in 2008-2009 with the roll-out of releases 2 and 3 of the model which includes a new online self-service facility for staff to make expenses and variable pay claims.

As part of the model, the new strategic role of HR Business Partner (HRBP) was developed and introduced to establishments. Internal and external candidates were selected following a structured assessment and selection process and a development programme to ensure the successful implementation of this new role in the Service.

## Transforming the HR Directorate

As part of this restructuring, the HR Directorate at Prison Service Headquarters also underwent substantial change. With payroll administration and policy advice moving to the new SSC, the HR Directorate now concentrates on policy and strategic service development.

Consequently the managed restructuring of the directorate reduced its headcount from over 500 to 150 at the end of the financial year (excluding those working on time-limited change projects). This included the transfer in August of staff responsible for the delivery and administration of training to the SSC. Further developments in the delivery of training to employees will be concluded in 2008-2009.

## Building a Professional Workforce

Significant progress this year was made in developing staff in the Service and providing avenues of accredited qualifications.

In September the Service launched two new Custodial Care NVQ (CCNVQ) qualifications. The level 3 CCNVQ is mandatory for all new prison officers and must be successfully passed as part of their 12 month probation. The level 2 CCNVQ is for operational support grades (OSGs) and although non-mandatory, it is strongly encouraged.

<sup>14</sup> The Corston Report – A report by Baroness Jean Corston of a Review of Women with Particular Vulnerabilities in the Criminal Justice System. Published in March 2007.



Development for all staff was further enhanced through the introduction of two new competency frameworks, one aimed at leaders and one at staff. These frameworks are designed to enable all employees and their managers to know what is expected of them and to provide clear and observable indicators of behaviour encouraged by the Service and that applies across most situations they are likely to face.

Strong and effective leadership is a central focus of the workforce development strategy. The Service wants its leaders to engage and motivate staff through clear objectives, strong communication and fair recognition of contribution. To enable this, the Service has invested in leadership development programmes, including 'Optimising Potential', which was launched in 2007 and will be rolled out to all senior managers by the end of 2008-2009. This scheme provides 360 degree feedback and provides a bespoke personal development plan to support managers to achieve their full potential.

## Meeting our staffing requirements

To meet the staffing requirements of the Service's capacity building programme, a national recruitment campaign for prison officers was launched in January 2008. This was underpinned by a completely redesigned recruitment process to shorten the amount of time between a potential prison officer applying for a post and filling it. Within the first 2 weeks of the launch, the campaign had attracted over 13,000 applicants.

Previously, the Service has included within its Annual Report and Accounts the breakdown of recruitment data required by the Civil Service Commissioner's Recruitment Code (exceptions to the standard recruitment process and recruitment by ethnic group). This time, those data are not included and will be published separately. The reason for this is that, from late 2006 the Prison Service began rolling-out a new Oracle-based HR management system as part of the new HR Operating Model described above. Once implemented fully the new system will vastly improve the Service's ability to report all employee and management information. However, the roll-out will not be fully complete until the end of 2008, from which point the Service will be able to generate accurate and quality assured reports on recruitment and any exceptions to the standard recruitment process. Consequently, the relevant data for 2007-2008 will be published on the Prison Service's internet website once it has been quality assured.

## Headcount controls

The Service was required to meet stretching targets to reduce the number of staff in Headquarters and other overhead posts as part of the government-wide Gershon<sup>15</sup> agenda. The initial targets were subsequently increased to ensure the Departmental targets could be met. By 31 March 2008, the Service successfully met the target to reduce headcount staffing in HQ and central posts from a baseline of 1,389 to 889 – a reduction of 500 posts.

## Workforce Modernisation

A new Workforce Modernisation Programme was initiated in October 2007 to develop and deliver new pay and grading structures underpinned by a new job evaluation system and new ways of working at operational level.

<sup>15</sup> Gershon Review – 'Releasing Resources for the Front Line: Independent Review of Public Sector Efficiency'. A review led by Sir Peter Gershon as part of the Government's 2004 Spending Review.

The focus of the programme will be on ensuring fair pay and reward to all employees, and delivering a Service that is efficient, flexible, responsive to operational pressures and professional and attractive as an employer.

Importantly this work has secured support from Ministers and from the Treasury. Subject to satisfactory completion of negotiations during 2008-2009 with trades unions to secure a multi-year modernisation deal, additional funds will be made available to invest in pay from April 2009.

## **Supporting staff better than ever**

Provision of staff care and welfare in the Service has undergone a transformation during the year, with the launch of a newly enhanced employee support service at the end of March 2008. Staff can now telephone a helpline at any time and receive instant support from an industry standard helpline with access to the Citizens Advice Bureau database.

There is a more focused service for post-incident care with a faster response time, dedicating more resources to support individuals and groups on duty who have been in traumatic situations. Also a more effective mediation service is now in place to give extra support, particularly for managers, who must deal with staff conflict issues.

During 2007, the team of 21 regionally-based Employee Support Officers have attended critical incident training and are all now accredited mediators.

In 2007 4,900 people contacted the Staff Care and Welfare Service and 72 critical incident debriefs were held.

## **Health and Safety**

A strategic review of the systems for managing health and safety in the Service was commissioned in November 2007. The aim of the review was to examine the effectiveness of the systems for managing health and safety at a strategic level in the organisation and to make recommendations for change that will build on the improvements that have been made over the last several years and help to drive health and safety forward particularly since the legislation on corporate manslaughter will come into place in April of this year. The commissioning of the review reinforced the Prison Service Management Board's commitment to ensuring that the health and safety risks to which the Service is exposed are well managed. The report of the review has been received and the recommendations will be considered over the coming months.

### **Enforcement Notices**

There were no Crown Improvement Notices or Crown Censures served on the Service in the past year.

### **Competent advice**

All Areas have now appointed an Area health and safety advisor. Training of establishment health and safety advisors to NVQ Level 4/ National Examination Board in Occupational Safety and Health (NEBOSH) Diploma standard is ongoing.

## **Immunisation**

The drive to ensure that staff who are at risk of contracting blood borne diseases are offered immunisation continues with 100 prisons now having immunisation programmes in place.

## **Non-slip shoes**

A trial of non-slip shoes in six prisons indicated that the provision of non-slip shoes to officers contributed significantly to the reduction of slip accidents. Work on a project to provide non-slip shoes for officers is about to begin.

## **Regional and Local Organisation**

Changes have taken place locally as well as at a national level. An earlier section of the report describes the savings made by merging three Prison Service Areas into two (to create South Central and Kent and Sussex) and the scope for efficiencies was also a driver in pursuing further the notion of 'clustering' groups of prisons to achieve economies of scale. Following the earlier success in developing the Sheppey cluster (which brought together HMP Swaleside, HMP Stanford Hill and HMYOI Elmley), a further project led to the creation of HMP Hewell, which encompasses the Blakenhurst, Hewell Grange and Brockhill prisons. The merger will enable more efficient and effective use of resources, whilst meeting the needs of prisoners and maintaining public protection. Not entirely coincidentally, HMP Hewell Grange was successful at the International Green Apple Environment Awards 2007, winning the Education and Training Category. The award was in recognition of the performance of the prison's waste management unit and the associated prisoner training initiatives. The prison recycles 64% of the waste generated on site and 38 prisoners successfully achieved accredited training standards.

From April 2008, the Service is part of a re-shaped NOMS. The three separate headquarters of the former NOMS organisation, the Prison Service and the National Probation Service are being brought together and streamlined. A major corporate Re-Structuring Programme has been created to design and carry through changes affecting both national and regional levels of the various services. Existing Prison Service Areas and the offices of Regional Offender Managers will be merged into a single local function to be led by Directors of Offender Management.

## **Internal Communications**

Effective communications help bind together the work and knowledge of an organisation. The Service attaches great importance to communicating clearly and openly with staff.

### **Communications Planning**

Effective internal communications are underpinned by good planning and improvements have been made to the way the Service plans the communications that staff receive. In order to get a more accurate picture of the work of the Service, the Internal Communications Unit now works more closely with Directors and other key officials to plan communications priorities and activities in the medium and long term. This work has helped to make sure the messages that go out to staff are consistent and more closely aligned to the Service's priorities.

## Intranet

The intranet continues to grow in popularity with 81% staff voting in favour that the home page was a helpful source of information in the 2007 staff survey, an increase of 9% from the previous year. As with previous years, great care is taken to ensure that the news and notices posted for staff are timely, clear and accurate. This year has seen the development of the Director General's Update, a series of messages from the Director General highlighting matters of interest and giving operational context to policy announcements. During the year a new micro site 'My Services' was launched to directly support the introduction of shared services. This new site has improved search facilities and an easy-to-use navigation to encourage more staff and managers to access the intranet for information, guidance and forms for all services provided by the shared service centre. It also aims to support business delivery by diverting unnecessary calls from the shared service contact centre. The site has recently been short-listed for an internal communications award.

Although some new micro sites have been developed this year, development work is becoming increasingly focussed on the Replacement Intranet Project, which will deliver a fast and efficient staff intranet in 2008. The current intranet is built on old and inefficient technology and is showing considerable signs of wear and tear. Although the homepage is popular, navigation to other information is often difficult and searching for specific documents is time consuming. The replacement intranet will launch in 2008 and will utilise up-to-date technology to provide information in a fast and efficient way.

## Prison Service News (PSN)

PSN is the Service's staff magazine which contains news and in depth analysis of issues of interest. The magazine is a key communications channel for the Service and highlights good practice and explains policy developments. The magazine covers a diverse range of topics, from the effect of the smoking ban to the latest developments to bring new prison capacity into operation. The magazine is distributed widely to prisons and subscribers in the criminal justice system.

## Employee Relations

During 2007-2008 relations with our Trade Union partners remained generally constructive and resulted in agreement on a wide range of issues and changes at local and national level throughout the year. However, relations with the Prison Officers Association (POA) have remained a significant issue at national level throughout the year. In May 2007 the POA gave the required 12-month notice to withdraw from the Joint Industrial Relations Procedural Agreement (JIRPA) which was the agreed disputes procedure with the Prison Service. On the 29 August the POA led their members in an unlawful strike action against the government's decision to stage the introduction of the Pay Review Body's recommended pay award for 2007. In January 2008, the Secretary of State for Justice re-introduced proposals for legislation to prevent industrial action among officer grades.

Despite these challenges, the Service remains committed to working in partnership with the Trade Unions and involving them in the development of all significant changes that have an impact on their membership. The appointment in December of a new Head of Employee Relations has been instrumental in making progress in this area and developing stronger relationships with trade unions, which will be built on during 2008-2009.

## Employee Engagement

As well as active partnership with trade unions, the Service is committed to continuous improvement through direct engagement and involvement of its staff.

The People Strategy provides a continuous listening and feedback route for staff which is initiated by the annual staff survey and developed through Listen to Improve focus groups. Discussions and ideas from staff are then included in a Local People Plan for establishments to improve on issues such as staff satisfaction and management support for the coming year.

The 2007 annual staff survey saw the highest ever response of 49% with significantly improved returns from uniformed grades. Employee engagement is a key feature of the Service's drive to obtain corporate accreditation for Investors in People by March 2009.

## Equality and Diversity for Staff

A new Single Staff Equality Scheme was published in April 2007 which, for the first time, set out the Service's three-year ambitions for securing equality for all staff.

In December 2007, the Service agreed a two year action plan to tackle and prevent sexual harassment with the Commission for Equality and Human Rights. New training and an information campaign for all staff will be rolled out in 2008.

The Service's commitment to promoting diversity was recognised by Stonewall's 2008 Workplace Equality Index, which ranked us as seventeenth in Britain's top 100 employers for Lesbian, Gay, Bisexual and Trans-gendered people.

## Governance and Risk Management

The previous Prison Service Management Board drove a well-established risk management process. It reviewed the key risks to the Service on a quarterly basis (more often if necessary) and considered whether any new risks were emerging. The review involved an assessment of the effectiveness with which the systems in place to manage the risks were operating. The Board also assessed the extent to which it had control over the management of particular risks and in a number of cases concluded that it had only partial control. There was a process in place whereby key risks, over which the Board had only partial control, were escalated to the NOMS risk register – if the Board agreed that there was little more action they could take to reduce the likelihood of the risk materialising or its impact if it was realised.

The Prison Service Management Board (see Appendix 6) comprised six Executive Directors and was attended by a Race Equality Adviser, Legal Advisor and a Media Relations Adviser who each provided advice on their areas of specialism. The Board met weekly to discuss day to day management/operational issues and key performance/financial information. It also met regularly as the Change Programme Board to review progress on the major change programmes in the Service. When it met as the Change Programme Board, three Non-Executive Directors attended to ensure that the Board benefited from the views of independent individuals. Strategic issues were considered in more depth at bi-monthly away days.

The Management Board for the re-shaped NOMS will ensure equivalent governance and risk management arrangements to those described above and processes that contribute to the overall governance and risk management of the MoJ.

# Audited Financial Accounts for the year ended 31 March 2008



# Management Commentary

## Statutory Background

Her Majesty's Prison Service was established as an Executive Agency of the Home Office on 1 April 1993. On 9 May 2007, as part of a wider re-organisation, the Prison Service became an Executive Agency of the Ministry of Justice.

These accounts have been prepared in accordance with the Government Financial Reporting Manual (FReM) issued by the Treasury and in accordance with a direction given by the Treasury in pursuance of Section 7(2) of the Government Resources and Accounts Act 2000.

## Statement of Purpose and Vision

HM Prison Service serves the public by keeping in custody those committed by the courts. Our duty is to look after them with humanity and help them lead law-abiding and useful lives in custody and after release.

Our vision is to provide excellent prison services so that we are the provider of choice.

## Key Objectives

We protect the public by:

- holding prisoners securely and reducing the risk of prisoners reoffending;
- providing safe and well-ordered establishments in which we treat prisoners humanely, decently and lawfully;

and in securing these objectives, we adhere to the following principles.

## Principles

In carrying out our work we:

- work in close partnership with our commissioners and others in the criminal justice system to achieve common objectives;
- obtain best value from the resources available using research to ensure effective correctional practice;
- promote diversity, equality of opportunity and combat unlawful discrimination; and
- ensure our staff have the right leadership, organisation, support and preparation to carry out their work effectively.



## Performance against Key Performance Indicators (KPIs) during 2007-2008

An analysis of the KPI targets and results are summarised at the beginning of the Annual Report on pages 16 to 19.

The planning assumptions, the objectives and priorities for the year and the approach to delivery are set out in the main body of the Annual Report. Information on the objectives and targets and achievements for 2007-2008 can be found on pages 22 to 35.

## Results for the Year

The Operating Cost Statement for the year is shown on page 54 together with the Statement of Recognised Gains and Losses.

### Operating costs

The net operating cost for 2007-2008 stands at £2,058m compared to £1,936m in 2006-2007, an increase of 6.3%. This increase can be attributed to increases in staff pay costs and staff related costs reflecting significant increases in recruitment and staff training and other staff direct costs (Uniforms and Occupational Health).

Operating costs saw significant increases in Accommodation related costs, Prisoner direct costs and associated contracted out services, reflecting the increase in prisoner numbers and inflationary increases in utilities, goods and services.

NOMS have made no charge to the Prison Service for the cost of prison and other accommodation following the transfer of all property assets to them on 1 April 2005.

### Balance Sheet

The Balance Sheet and Cash Flow Statement are on page 55.

All land and building assets together with some other assets were transferred to NOMS on 1 April 2005. From that date additions to buildings funded by Prison Service budgets are capitalised as Assets Under Construction until the point at which they are brought into use, whereby they are first transferred to Buildings and then to NOMS.

The Debtor due after more than 1 year represents a prepayment under the off balance sheet PFI contract for the provision of an IT managed service.

The negative equity position being reported in the balance sheet has arisen due to the increase in trade creditors and accruals being reported. This is due to the delays in the Accounts Payable process.

## Post Balance Sheet Events

It is expected that with effect from July 2008, it will be the re-shaped NOMS that has agency status and not the Prison Service. If so, these are the last Prison Service final accounts to be published pursuant to Section 7 of the Government Resources and Accounts Act 2000 and, in future years, the Prison Service's operations will be subsumed within the annual reports and accounts for the NOMS Agency.



## Payment of Creditors

In the year to 31 March 2008, the Prison Service paid approximately 494,000 trade invoices of which 352,000 were paid within 30 days, representing 71.4% of all invoices processed during the year (85.7% in 2006/07), against a target of 100%. The implementation of i-Procurement had an immediate impact upon invoice processing as a consequence of the lower level of tolerances when matching invoices to purchase orders. The financial year 2007/08 has continued to be a challenging time for both HM Prison Service and our suppliers with the introduction of new technology for document management in 2007-08. However, we are working closely with our suppliers and recent months have seen an improvement in the percentage of invoices paid on time when compared with the initial periods of the document management system being in operation.

## Sustainable Development

A sustainable development policy and strategy was introduced for the Prison Service in September 2003 to replace the previous greening operations policy. Implementation of the policy is overseen by the Sustainable Development Working Group, a sub committee of the Prison Service Management Board, chaired by the Director of Finance and which meets quarterly. Membership includes senior representatives from those areas of the Prison Service with significant environmental impacts along with colleagues from the operational line with NOMS and the central Ministry of Justice also represented. The Service continues to make significant steps in its operational response to the Government's environmental agenda and integrating sustainable development into everyday business and is recognised as a leader in Whitehall in this area. Full details of its achievements are published in a separate Annual Sustainable Development Report which can be found on its website ([www.hmprisonservice.gov.uk](http://www.hmprisonservice.gov.uk))

## Future Developments

In future the Prison Service will contribute to the strategy and plans of the re-shaped NOMS and, in particular, the agreed outcomes for Departmental Strategic Objective 3 (DSO 3) for 'Protecting the public and reducing re-offending'. The first Corporate and Business Plan for the NOMS Agency, covering the spending review period 2008-2009 to 2010-2011 will be published by the end of October 2008 and will provide more detail on specific objectives and targets for the Prison Service. DSO 3 will be supported by a balanced scorecard with defined performance measurement points to track the Prison Service's delivery against agreed objectives and targets. It is clear that, in future, all establishments (except for High Security where the SLA is at national level) will work to Service Level Agreements negotiated between the governing governor and a Director of Offender Management (DOM) for the region concerned. So far, the only regions with a DOM in post are London and Wales. Until all DOMs are in post, transitional arrangements will be applied via Area Managers, but still on the basis of SLAs and newly-defined commissioning arrangements.

## Research and Development

Research continues to play a vital role in enhancing policy development, programme evaluations and changing cultures through sound evidenced-based research. The Service has a robust process in place to provide support for external research proposals and ensure only high quality studies are undertaken. The Service is keen to promote research that reflects our organisational objectives; this particularly includes research on reducing re-offending, upholding the decency agenda and dynamics between staff and prisoners.

The Prison Service continues to work closely with Professor Alison Liebling of the Prisons Research Centre (PRC), University of Cambridge. This area of study looks at the 'care' aspect of imprisonment and staff performance and motivation. This work also included the further development of the Staff Quality of Prison Life Survey (SQL) that assesses 'softer' issues of prison staff such as trust and feeling valued, and also professional orientation towards care and resettlement.

## Communications and Employee Involvement

The Service attaches great importance to communicating clearly with its staff using a number of channels:

**The Prison Service Intranet** continues to be a very successful and effective way of keeping staff informed, with the 2007 Staff Survey revealing that 81% of staff voted the Intranet the most helpful source of information to find out what's happening in the Service. A number of new websites have been developed, focusing on a variety of topics, and news articles continue to be closely monitored to ensure they are clear, timely, in Plain English and tailored to their audience. Work is nearing completion on the replacement intranet, providing an improved and more user-friendly Intranet for the Service.

**Prison Service News (PSN)** features all the latest news, views and developments from the Prison Service, including policy initiatives and emerging front line programmes. This year PSN, through in-depth features, has ensured staff have been kept updated on subjects as diverse as tackling racism, the capacity expansion programme and maintaining security. A comment piece from a different member of the NOMS management board now introduces each issue and a new DG Feedback page has been launched, giving staff the chance to have their questions answered by Director General Phil Wheatley.

**The 'Forward Look' diary** is an important part of communications planning within the Service.

**The Prison Service Internet** site has continued its success with traffic to the site increasing by 32% on last year to 3.3 million visitors. Our recruitment pages have maintained their popularity with the number of individuals signed up to our email job alerts now reaching 75,000. The Internet team continues to work closely with Human Resources to ensure all jobs are advertised online, and we continue to support them in online recruitment campaigns.

**The Prison Service Conference** took place in February 2008, the theme this year was 'Delivering in Partnership'. The format of the conference included HMPS staff and invited internal and external guests for the whole event, with Chief Probation Officers being invited shortly before the event to take account of the formation of the new NOMS organisation. A large number of external guests were invited to reflect the conference theme and the increased amount of partnership working that is underway. Key themes from the plenary sessions at the conference were the NOMS organisation, partnership working (Prisons & Probation), Mental Health, Learning & Skills, extremism and prisoner well being.

## Employment of People with Disabilities and Diversity & Equalities

The Prison Service remains committed to promoting the benefits of a diverse workforce and equality of opportunity. To help promote ourselves as a place where people want to work we have developed a Single Staff Diversity & Equality Scheme published in April 2007.

The Single Scheme incorporates the employment duties of the existing Race Equality and Disability Equality Schemes, includes the new Gender Equality employment duties and extends our commitments beyond the legal duties to cover age, religion and belief and sexual orientation. It includes a 3 year action plan designed to help us eliminate unlawful discrimination and to promote equality of opportunity between people of different racial groups, disabled and non-disabled people and men and women.

We operate the 'Positive about Disabled People' Symbol (✓✓) which includes the Guaranteed Interview Scheme for disabled applicants who meet the minimum criteria for the job. Currently 3.29% of staff identify themselves as disabled, representing 1,562 staff.

Our employment targets for black and minority ethnic (BME) staff continue to be an important challenge for us. We have made progress over the last 5 years in achieving a more representative workforce overall and representation at the end of March 2008 was 6.20%.

## Audit

In accordance with the direction given by the Treasury, these accounts have been prepared in accordance with the Government Financial Reporting Manual (FReM). The Certificate and Report of the Comptroller and Auditor General to the House of Commons is attached to the Accounts.

As Accounting Officer, I have taken all steps to ensure that:

- I am aware of any relevant audit information;
- the Auditor is aware of that information; and
- there is no relevant audit information of which the Auditor is unaware.

There was no auditor's remuneration for non-audit work.

## The Prison Service Management Board

The Director General was appointed by the Home Secretary in March 2003, under the terms of the Senior Civil Service Management Code.

The Director General's pay is determined under the rules set out in chapter 7.1, Annex A of the Senior Civil Service Management Code. Other members of the Prison Service Management Board are appointed by the Director General with agreement of the Chief Executive of the National Offender Management Service. Details of the remuneration of the Management Board are set out in the Remuneration Report on pages 43 to 47.

At 31 March 2008 the following were members of the Prison Service Management Board:

<b>Phil Wheatley</b>	Director General
<b>Michael Spurr</b>	Deputy Director General & Director of Operations
<b>Steve Wagstaffe</b>	Director of High Security Prisons
<b>Robin Wilkinson</b>	Director of Human Resources
<b>Ann Beasley</b>	Director of Finance
<b>Ian Poree</b>	Director of Operational Policy
<b>Richard Bradshaw**</b>	Director of Prison Health
<b>Beverley Thompson</b>	Race Equality Adviser
<b>Andrew Dodsworth*</b>	Legal Adviser
<b>Debbie Kirby*</b>	Media Adviser
<b>Mat Tucker</b>	Internal Communications
<b>Ken Everett</b>	Secretary to the Prison Service Management Board

\*Employed by the Ministry of Justice

\*\*Employed by the Department of Health

Simon Watts served as Media Adviser until November 2007

My thanks and appreciation is extended to all past and present members of the Board for their hard work and effort during this reporting year.

**Phil Wheatley, CB**

Agency Accounting Officer

10 July 2008

# Remuneration Report

## Remuneration Policy

The remuneration of senior civil servants is set by the Prime Minister following independent advice from the Review Body on Senior Salaries.

The Review Body also advises the Prime Minister from time to time on the pay and pensions of Members of Parliament and their allowances; on Peers' allowances; and on the pay, pensions and allowances of Ministers and others whose pay is determined by the Ministerial and Other Salaries Act 1975.

In reaching its recommendations, the Review Body is to have regard to the following considerations:

- the need to recruit, retain and motivate suitably able and qualified people to exercise their different responsibilities;
- regional/local variations in labour markets and their effects on the recruitment and retention of staff;
- Government policies for improving the public services including the requirement on departments to meet the output targets for the delivery of departmental services;
- the funds available to departments as set out in the Government's departmental expenditure limits;
- the Government's inflation target.

The Review Body takes account of the evidence it receives about wider economic considerations and the affordability of its recommendations.

Further information about the work of the Review Body can be found at [www.ome.uk.com](http://www.ome.uk.com).

## Service contracts

Civil service appointments are made in accordance with the Civil Service Commissioners' Recruitment Code, which requires appointment to be on merit on the basis of fair and open competition but also includes the circumstances when appointments may otherwise be made.

Unless otherwise stated below, the officials covered by this report hold appointments, which are open-ended until they reach the normal retiring age of 60. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Further information about the work of the Civil Service Commissioners can be found at [www.civilservicecommissioners.gov.uk](http://www.civilservicecommissioners.gov.uk).

The salary and pension entitlements of the most senior managers of the Prison Service were as follows:

### a) Remuneration – Audited

	2007-2008		2006-2007	
	Salary (as defined below) £000	Benefits in kind (rounded to nearest £100) £	Salary (as defined below) £000	Benefits in kind (rounded to nearest £100) £
<b>Phil Wheatley</b> <i>Director General</i>	165-170	-	155-160	-
<b>Michael Spurr</b> <i>Deputy Director General</i>	120-125	-	115-120	-
<b>Steve Wagstaffe</b> <i>Director of High Security Prisons</i>	95-100	-	25-30	-
<b>Ann Beasley</b> <i>Director of Finance</i>	125-130	-	115-120	-
<b>Robin Wilkinson</b> <i>Director of Human Resources</i>	110-115	-	35-40	-
<b>Ian Poree</b> <i>Director of Commissioning and Operational Policy (from Jun 2007)</i>	110-115	-	N/A	-

## Salary

‘Salary’ includes the gross salary; performance pay or bonuses; overtime; reserved rights to London weighting or London allowances; termination payments; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation. Director's bonuses are determined by the Ministry of Justice SCS Pay Committee – Chaired by Ursula Brennan, working within the parameters set by the Senior Salaries Review Body. The bonuses allocated to the above Directors vary within the range of 0% and 19.1% of their annual gross salary as at 31 March 2008.

## Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by the HM Revenue and Customs as a taxable emolument.

### b) Pension Benefits – Audited

2007-2008	Total accrued pension at age 60 at 31 March 2008 related lump sum £000	Real Increase in pension & related lump sum at age 60 £000	CETV at 31 March 2008 £000	CETV at 31 March 2007 £000	Real increase in CETV after adjustment for inflation & changes in market investment factors £000
<b>Phil Wheatley</b> <i>Director General</i>	70-75 plus lump sum of 215-220	0-2.5 plus lump sum of 5-7.5	1,852	1,589	60
<b>Michael Spurr</b> <i>Deputy Director General</i>	30-35 plus lump sum of 100-105	0-2.5 plus lump sum of 5-7.5	565	460	25
<b>Steve Wagstaffe</b> <i>Director of High Security Prisons</i>	30-35 plus lump sum of 100-105	2.5-5 plus lump sum of 7.5-10	679	541	57
<b>Ann Beasley</b> <i>Director of Finance</i>	35-40 plus lump sum of 115-120	0-2.5 plus lump sum of 5-7.5	719	593	30
<b>Robin Wilkinson</b> <i>Director of Human Resources</i>	20-25 plus lump sum of 60-65	0-2.5 plus lump sum of 5-7.5	281	209	31
<b>Ian Poree</b> <i>Director of Commissioning and Operational Policy (From Jun 2007)</i>	0-5 plus lump sum of 0	0-2.5 plus lump sum of 0	18	0	15

## Civil Service Pensions

Pension benefits are provided through the Civil Service pension arrangements. Until 30 July 2007, civil servants had the choice of one of three statutory based "final salary" defined benefit schemes (Classic, Premium, and Classic Plus). The Schemes are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under Classic, Premium, and Classic Plus are increased annually in line with changes in the Retail Prices Index. New entrants after 30 July 2007 may no longer join a "final salary" scheme and instead may choose between Nuvos, a defined benefit scheme based on members average earnings or joining a good quality "money purchase" stakeholder based arrangement with a significant employer contribution (partnership pension account).

### (i) Nuvos Scheme

Pension accrues at the rate of 2.3% of pensionable pay earned in the scheme year (April-March). Members pay contributions of 3.5% of pensionable earnings and pension benefits will be limited to 75% of final pay. The minimum pension age is 65. Pensionable earnings elements will be as 'Premium' except that they will not be limited by reference to the earning cap. Interest is added on 31st March of every year, reflecting the balance on the pension account as that date. On death, pensions are payable to the surviving spouse usually at 3/8ths of the members pension. On death in service, the scheme pays either twice the final pay (less any lumps sums already paid) or five times the accumulated pension. In the event of Medical Retirement on the grounds of ill health the pension will be paid early without reduction. If the higher award is due because the member cannot ever work again, and enhancement will be made up to age 65.

### (ii) Classic Scheme

Benefits accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. Members pay contributions of 1.5% of pensionable earnings. On death, pensions are payable to the surviving spouse at a rate of half the member's pension. On death in service, the scheme pays a lump sum benefit of twice pensionable pay and also provides a service enhancement on computing the spouse's pension. The enhancement depends on length of service and cannot exceed 10 years. Medical retirement is possible in the event of serious ill health. In this case, pensions are brought into payment immediately without actuarial reduction and with service enhanced as for widow(er) pensions.

### (iii) Premium Scheme

Benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum, but members may commute some of their pension to provide a lump sum up to a maximum of 3/80ths of final pensionable earnings for each year of service or 2.25 times pension if greater (the commutation rate is £12 of lump sum for each £1 of pension given up). For the purposes of pension disclosure the tables assume maximum commutation. Members pay contributions of 3.5% of pensionable earnings. On death, pensions are payable to the surviving spouse or eligible partner at a rate of 3/8ths the member's pension (before any commutation). On death in service, the scheme pays a lump-sum benefit of three times pensionable earnings and also provides a service enhancement on computing the spouse's pension. The enhancement depends on length of service and cannot exceed 10 years. Medical retirement is possible in the event of serious ill health. In this case, pensions are brought into payment immediately without actuarial reduction. Where the member's ill health is such that it permanently prevents them undertaking any gainful employment, service is enhanced to what they would have accrued at age 60.



#### **(iv) Classic Plus Scheme**

This is essentially a variation of premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per classic.

#### **(v) Partnership Pension Account**

This is a stakeholder-type arrangement where the employer pays a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product. The employee does not have to contribute but where they do make contributions, these will be matched by the employer up to a limit of 3% (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of risk benefit cover (death in service and ill health retirement). The member may retire at any time between the ages of 50 and 75 and use the accumulated fund to purchase a pension. The member may choose to take up 25% of the fund as a lump sum.

### **Cash Equivalent Transfer Value (CETV)**

This is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service Pension arrangements and for which the Civil Service Vote has received a transfer payment commensurate to the additional pension liabilities being assumed. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are drawn. The CETV figure for 31 March 2007 is not the same as the figure quoted last year as the factors used to calculate the CETV were revised during the year.

### **Real Increase in CETV**

This reflects the increase in CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses current market valuation factors for the start and end of the period.

**Phil Wheatley, CB**

Agency Accounting Officer

10 July 2008

# Statement of Accounting Officer's Responsibilities

Under the Government Resources and Accounts Act 2000, the Prison Service is required to prepare resource accounts for each financial year, in conformity with a Treasury direction, detailing the resources acquired, held, or disposed of during the year and the use of resources by the Prison Service during the year.

The resource accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Prison Service, the net resource outturn, recognised gains and losses, and cash flows for the financial year.

The Ministry of Justice has appointed the Director General of the Prison Service as the Agency Accounting Officer, with responsibility for preparing the Prison Service's accounts and for transmitting them to the Comptroller and Auditor General.

In preparing the Accounts, the Accounting Officer is required to comply with the *Government Financial Reporting Manual (FrM)* prepared by HM Treasury, and in particular to:

- observe the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the *FrM* have been followed, and disclose and explain any material departures in the accounts;
- prepare the accounts on the going concern basis.

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which an Accounting Officer is answerable, for keeping proper records and for safeguarding the Prison Service's assets, are set out in the Accounting Officer's Memorandum issued by HM Treasury and published in *Government Accounting*.

# Statement on Internal Control

## 1 Scope of Responsibility

As Agency Accounting Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of Prison Service policies, aims and objectives, whilst safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Government Accounting.

I am a member of the Ministry of Justice Departmental Management Board, the National Offender Management Service (NOMS) Executive Board and have bi-lateral meetings with the Chief Executive of NOMS and with the Minister with responsibility for Prisons. The results of Prison Service risk reviews are shared with the Chief Executive of NOMS.

## 2 Purpose of the System of Internal Control

The system of internal control is designed to manage rather than eliminate the risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify the principal risks to the achievement of Prison Service policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The system of internal control has been in place in the Prison Service for the year ended 31 March 2008 and up to the date of approval of the annual report and accounts, and accords with HM Treasury guidance.

## 3 Capacity to handle risk

The Prison Service Management Board drives the risk management process. They review the key risks to the Prison Service on a quarterly basis (more often if necessary) and consider whether any new risks are emerging. The review involves an assessment of the effectiveness with which the systems in place to manage the risks are operating. The Board also assess the extent to which they have control over the management of the risk and in a number of cases have concluded that they have only partial control. There is a process in place whereby I, as the Director General, escalate key risks, over which the Board has only partial control to the NOMS risk register – if the Board are agreed that there is little more action they can take to reduce the likelihood of the risk materialising or its impact if it is realised. The risk register has been reviewed in its entirety more than once during the year to ensure that any new or emerging risks as a result of the machinery of government change at the beginning of the year and the departmental and agency organisational reviews were captured. The risks were revised towards the end of 2007/08 as part of the planning round and include risks related to the accommodation pressures and Industrial Relations. It is anticipated that the new Agency Board will be reviewing their risks very early in the new operational year.

A regular programme of risk awareness training, in the form of facilitated workshops is available to all staff and a description of the process is available on the Intranet. However, there is scope to strengthen training given to first line managers to ensure that they understand how the process can help them to manage better.

## 4 The risk and control framework

The key elements of the risk management strategy are:

- corporate risks identified at a workshop comprising all members of PSMB;
- agreed criteria for assessing likelihood and impact;
- risk owners identified at Director level for key risks responsible for reporting back to PSMB on what is in place to manage the risk and how well those systems and processes are working;
- risk owners assess how well the risk is being managed overall and, on the basis of actions proposed to improve risk management, forecast any change to impact and likelihood by the end of the next quarter;
- assessments – particularly changes – reviewed quarterly by the Board and agreed (or changed) following discussion and challenge;
- process for escalating and down-rating risks;
- regular consideration of new risks that may be emerging;
- risk workshops held at least annually (or more often if necessary) to validate the risk register; and
- a process for mapping Programme/Project risks against business risk registers.

Although operational risk management is well understood in the Prison Service, there are a number of ways in which business risk management is being embedded in the organisation:

- the requirement to identify, assess and evaluate key risks built into the planning guidance, meaning that key risks are being identified and managed throughout the Prison Service;
- the process followed by the Board should be replicated at every level;
- maintenance of an organisation-wide register of key risks;
- a regular programme of facilitated workshops to identify and keep up to date the record of key risks facing the organisation; and
- Internal Audit provide advice and guidance on the development and maintenance of risk registers as part of their audit activity.

## 5 Review of effectiveness

As Agency Accounting Officer, I also have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors, and the executive managers who have responsibility for the development and maintenance of the internal control framework, Standards Audit and comments made by the external auditors in their management letter and other reports. I have been advised on the implications of the result of my review and the effectiveness of the system of internal control by the Board, the Audit Committee, which includes four independent members (one of whom chairs it), and a plan to address weaknesses and ensure continuous improvement of the system is in place.

I have established the following processes to maintain and review the effectiveness of the system of internal control and risk management:

- A Management Board which meets weekly to discuss and consider current business issues;
- A Change Programme Board which meets eight times per year to consider the plans and strategic direction of the Agency and, each quarter, to review performance and key risks. The Board comprises the Management Board plus three non-executive directors.
- annual assurance statements from each of my Directors covering the key systems for which they are responsible;
- regular reports by Internal Audit, to standards defined in the Government Internal Audit Manual, which include the Head of Audit & Corporate Assurance's independent opinion on the adequacy and effectiveness of the Agency's system of internal control together with recommendations for improvement;
- bi-lateral meetings with the Head of Audit & Corporate Assurance to discuss emerging issues;
- regular reports from managers on the steps they are taking to manage risks in their areas of responsibility including progress reports on key projects;
- a self audit process which requires all establishments, HQ groups and Area Offices to assess their compliance with applicable standards. The process is subject to review by Internal Audit and compliance is monitored by Standards Audit;
- implementation of a robust prioritisation methodology for actions based on risk ranking and cost-benefit analysis;
- establishment of key performance indicators and regular review of performance against them;
- a report from the Chair of the Audit Committee concerning risk management and internal control; and
- attending Audit Committee meetings.

Internal Audit activity supports the Board's risk management framework and is focused on systems that are key to the achievement of Prison Service objectives, two of which, BACs Payment Processing and the Intelligent Customer Function (IT) were considered to be well controlled. There has, again, been an increase in the number of systems rated satisfactory or better. Internal Audit has reported weaknesses in control in a number of systems and comprehensive action plans have been agreed with Senior Managers to address them. Progress towards implementation of action plans has been actively monitored at Board level and by the Audit Committee who hold senior managers accountable for failing to meet implementation deadlines. The fieldwork for a repeat audit of the Accounts Payable system which Internal Audit reported as deficient last year has been completed and, although there are still a number of weaknesses, they have found no errors in the amounts paid which would have a material effect on the accounts. On the basis of work conducted during the year, the Head of Audit & Corporate Assurance was able to give a reasonable level of assurance that the internal control system (including financial control systems) during 2007/08 was adequate to achieve its objectives.

During the year, the risks associated with transferring data materialised in some Departments and the need to mitigate these became a high priority. We responded to cross-government guidance emerging from the Cabinet Office and Ministry of Justice to safeguard personal data, both in bulk data transfers and in removable media and portable computers. We ensured very quickly that personal data were encrypted, by putting in place processes to encrypt data held on our laptops, and by arranging to replace standard USB memory sticks with secure versions which would encrypt data to FIPS-140 level automatically. The Board established a Data Security Task Force which, working with NOMS and MoJ colleagues, is ensuring that security in this area continues to improve, meeting government requirements and international standards.

**Phil Wheatley, CB**

Agency Accounting Officer  
10 July 2008

## **The Certificate and Report of the Comptroller and Auditor General to the House of Commons**

I certify that I have audited the financial statements of HM Prison Service for the year ended 31 March 2008 under the Government Resources and Accounts Act 2000. These comprise the Operating Cost Statement and Statement of Recognised Gains and Losses, the Balance Sheet, the Cashflow Statement and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

### **Respective responsibilities of the Agency, the Director General and auditor**

The Agency and Director General as Accounting Officer, are responsible for preparing the Annual Report, which includes the Remuneration Report, and the financial statements in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions made thereunder and for ensuring the regularity of financial transactions. These responsibilities are set out in the Statement of Accounting Officer's Responsibilities.

My responsibility is to audit the financial statements and the part of the Remuneration Report to be audited in accordance with relevant legal and regulatory requirements, and with International Standards on Auditing (UK and Ireland).

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000. I report to you whether, in my opinion, certain information given in the Annual Report, which comprises the management commentary, is consistent with the financial statements. I also report whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

In addition, I report to you if the Agency has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by HM Treasury regarding remuneration and other transactions is not disclosed.

I review whether the Statement on Internal Control reflects the Agency's compliance with HM Treasury's guidance, and I report if it does not. I am not required to consider whether this statement covers all risks and controls, or to form an opinion on the effectiveness of the Agency's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

### **Basis of audit opinion**

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the Remuneration Report

to be audited. It also includes an assessment of the significant estimates and judgments made by the Agency and Director General in the preparation of the financial statements, and of whether the accounting policies are most appropriate to the Agency's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements and the part of the Remuneration Report to be audited are free from material misstatement, whether caused by fraud or error, and that in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the Remuneration Report to be audited.

## Opinions

### Audit Opinion

#### In my opinion:

- the financial statements give a true and fair view, in accordance with the Government Resources and Accounts Act 2000 and directions made thereunder by HM Treasury, of the state of the Agency's affairs as at 31 March 2008, and of the net operating cost, recognised gains and losses and cash flows for the year then ended;
- the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000; and
- information which comprises the management commentary, included within the Annual Report, is consistent with the financial statements.

### Opinion on Regularity

In my opinion, in all material respects, the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

## Report

I have no observations to make on these financial statements.

**T J Burr**

Comptroller and Auditor General

17 July 2008

**National Audit Office**

151 Buckingham Palace Road  
Victoria  
London SW1W 9SS



## Operating Cost Statement

	Notes	For the year ended 31 March 2008		For the year ended 31 March 2007	
		£'000s	£'000s	£'000s	£'000s
<b>Administration Costs</b>					
Staff costs	2	60,186		51,901	
Other operating costs	4a	24,789		23,061	
Operating income	5	(3,461)	81,514	(3,224)	71,738
<b>Programme Costs</b>					
Staff costs	2	1,586,571		1,534,225	
Other operating costs	4b	642,594		626,123	
Operating income	5	(252,708)	1,976,457	(295,802)	1,864,546
<b>Net operating cost for the year</b>			<b>2,057,971</b>		<b>1,936,284</b>

All income and expenditure relates to continuing operations.

## Statement of Recognised Gains and Losses

	Notes	For the year ended 31 March 2008		For the year ended 31 March 2007	
		£'000s	£'000s	£'000s	£'000s
Revaluation of tangible fixed assets	15a		2,367		532
Donated assets	15b		24		(5)
<b>Recognised gain for the year</b>			<b>2,391</b>		<b>527</b>



## Balance Sheet

	Notes	As at 31 March 2008		As at 31 March 2007 (restated)	
		£'000s	£'000s	£'000s	£'000s
<b>Fixed assets</b>					
Tangible assets	6	117,509		104,970	
Investments	7	211		303	
			117,720		105,273
Debtors: Amounts falling due after more than one year	9		24,307		3,263*
<b>Current assets</b>					
Stock	8	29,625		33,370	
Debtors	9	54,574		52,537*	
Cash at bank and in hand	10	30,172		14,784	
		114,371		100,691	
Creditors: Amounts falling due within one year	11	(237,004)		(202,726)	
<b>Net current liabilities</b>			<b>(122,633)</b>		<b>(102,035)</b>
<b>Total assets less current liabilities</b>			<b>19,394</b>		<b>6,501</b>
Creditors: Amounts falling due after more than one year	12	(12,241)		(13,385)	
Provisions for liabilities and charges	13	(49,730)	<b>(61,971)</b>	(45,325)	<b>(58,710)</b>
			<b>(42,577)</b>		<b>(52,209)</b>
<b>Taxpayers' equity</b>					
General fund	14		(48,689)		(56,458)
Revaluation reserve	15a		6,051		4,212
Donated asset reserve	15b		61		37
			<b>(42,577)</b>		<b>(52,209)</b>

\*Long-term debtors in 2006-2007 did not merit separate disclosure and were included in current assets.

**Phil Wheatley, CB**  
Agency Accounting Officer  
10 July 2008

## Cash Flow Statement

	Notes	For the year ended 31 March 2008		For the year ended 31 March 2007 (restated)	
		£'000s	£'000s	£'000s	£'000s
<b>Net Cash Outflow from operating activities</b>	<b>18a</b>		<b>(1,988,145)</b>		<b>(1,933,203)</b>
<b>Capital expenditure and financial investment</b>					
Purchase of tangible fixed assets	6c	(25,593)		(15,469)	
Proceeds on disposal of tangible fixed assets	6b	277	(25,316)	121	(15,348)
<b>Net cash outflow before financing</b>			<b>(2,013,461)</b>		<b>(1,948,551)</b>
Net funding received from Ministry of Justice	18c	2,610,000		2,282,690	
Prior year funding from Home Office	18c	0		22,309	
Funding related to NOMS transactions		(546,499)		(407,804)	
Payments to the Consolidated Fund	18b	0		(89)	
Capital element of payments in respect of long-term liabilities	18c	(1,071)		(1,003)	
			<b>2,062,430</b>		<b>1,896,103</b>
<b>Increase/(Decrease) in cash</b>	<b>10</b>		<b>48,969</b>		<b>(52,448)</b>

The notes on pages 56 to 70 form part of these accounts.

# Notes to the Accounts

## 1 Statement of Accounting Policies

The financial statements have been prepared in accordance with the 2007-2008 *Government Financial Reporting Manual* (FReM) issued by HM Treasury, and the Accounts Direction issued by HM Treasury. The accounting policies in the FReM follow UK generally accepted accounting practice for companies (UK GAAP) to the extent that it is meaningful and appropriate to the public sector. Where FReM permits a choice of accounting policy, the accounting policy which has been judged to be most appropriate to the particular circumstances of the Prison Service for the purpose of giving a true and fair view has been selected. The Agency's accounting policies have been applied consistently in dealing with items considered material in relation to the accounts.

### 1.1 Accounting Convention

These accounts have been prepared under the historical cost convention, modified to account for the revaluation of fixed assets and stocks at their value to the business by reference to their current costs.

### 1.2 Other Fixed Assets

Other fixed assets, mainly equipment in excess of £5,000, are included in the Balance Sheet at cost and adjusted to their current cost value by the application of an appropriate index. These indices are taken from the Office for National Statistics publication entitled "The Price Index numbers for Current Cost Accounting."

Office furniture and prison cell furniture where individual items fall below the capitalisation threshold are capitalised at a standard value per item based on numbers of staff and prisoners, and are not depreciated. An exception to this is for new furniture at the Shared Service Centre which has been capitalised and will be depreciated over its useful life.

### 1.3 Depreciation

Depreciation on assets is provided at rates calculated to write off the cost or valuation of the asset by equal instalments over its estimated useful life. For equipment including plant and vehicles this is normally in the range 5-15 years.

### 1.4 Private Finance Initiative (PFI) Contracts

The Prison Service has entered into a number of PFI contracts. These contracts have been accounted for in accordance with Technical Note No. 1 (Revised), entitled *How to Account for PFI Transactions* as required by the FReM. Contract payments are apportioned between an imputed finance lease charge and a service charge. Where the balance of the risks and rewards of ownership of the PFI asset are borne by the PFI operator, the PFI payments are recorded as an operating cost.

### 1.5 Investments

The Prison Service holds a number of investments as a result of its trading activities. Quoted investments are valued at market value. Unquoted investments are valued on the basis of estimated realisable value.

## **1.6 Stocks and Work-in-Progress**

Stocks for resale and work-in-progress are valued at the lower of cost and net realisable value. Consumable stocks are valued at current replacement cost which is not materially different from historical cost.

## **1.7 Pension Costs**

Present and past employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS) which is non-contributory and unfunded. Although the scheme is a defined benefit scheme, liability for payment of future benefits is a charge to the PCSPS. The Prison Service meets the cost of pension cover, provided for the staff employed, by payment of charges calculated on an accruing basis. There is a separate scheme statement for the PCSPS as a whole.

## **1.8 Early Retirement Costs**

The Prison Service is required to meet the additional cost of benefits beyond the normal PCSPS benefits in respect of employees who retire early. The Prison Service provides in full for this cost when the early retirement programme is announced and is binding on the Prison Service. The Prison Service may, in certain circumstances, settle some or all of its liability in advance by making a payment to the Paymaster General's account at the Bank of England for the credit of the Civil Superannuation Vote.

## **1.9 Operating Leases**

Payments under operating leases are charged to the operating cost statement as incurred. Future lease and other long-term commitments, are shown in note 16.

## **1.10 Research and Development Costs**

Expenditure on pure and applied research is treated as an operating cost in the year in which it is incurred.

## **1.11 Operating Income**

Operating income is income which relates directly to the operating activities of the Prison Service. It comprises charges excluding Value Added Tax (VAT) for goods and services provided to external customers. It also includes receipts from the Youth Justice Board for the provision of places for juvenile offenders, from the Border and Immigration Agency for the provision of custodial services, from the Department for Innovation, Universities and Skills for the provision of education services and from the Department of Health, Primary Care Trusts and Welsh Assembly Government for the provision of healthcare services.

## **1.12 Administration and Programme Expenditure**

The operating cost statement is analysed between administration and programme costs.

### 1.13 Notional Costs

A notional charge, reflecting the cost of capital utilised by the Prison Service, is included in operating costs. The charge is calculated at the Government's standard rate of 3.5% in real terms on all assets less liabilities, except for:

- (a) cash balances with the Office of the Paymaster General where the charge is nil;
- (b) liabilities for amounts surrendered to the Consolidated Fund for which no credit against the charge is allowed.

### 1.14 Value Added Tax

Most of the activities of the Prison Service are outside the scope of VAT. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of fixed assets. Where output tax is charged or input tax is recoverable, the amounts stated are net of VAT.

### 1.15 Funding

The Prison Service is financed by supply estimates voted by Parliament. Its provision is included in line P of the Ministry of Justice Spring Supplementary Estimate. These accounts are prepared on a going concern basis. It is assumed that as a matter of public policy, Parliament will continue to vote funding to the Prison Service.

## 2 Staff Costs

Staff costs consist of:

	2007-2008 £'000s	2006-2007 £'000s
Wages and salaries	1,268,186	1,208,905
Social security costs	93,075	90,958
Other pension costs	248,113	228,761
Staff on secondment, agency and contract staff	37,383	57,502
	<b>1,646,757</b>	<b>1,586,126</b>

	2007-2008 £'000s	2006-2007 £'000s
Administration related staff costs	60,186	51,901
Programme related staff costs	1,586,571	1,534,225
	<b>1,646,757</b>	<b>1,586,126</b>

The Principal Civil Service Pension Scheme (PCSPS) is an unfunded multi-employer defined benefit scheme but the Prison Service is unable to identify its share of the underlying assets and liabilities. A full actuarial valuation of the scheme was carried out at 31 March 2007 and details can be found in resource accounts of the Cabinet Office: Civil Superannuation ([www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk)).

For 2007-2008, normal employer contributions of £233,600k were payable to the PCSPS (£224,244k in 2006-2007) at one of four rates in the range of 17.1 to 25.5 per cent of pensionable pay (25.6 per cent for Prison Officer grades with reserved rights). The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred; and they reflect past experience of the scheme.

In cases of Public Interest Transfers, staff may be entitled to benefits in kind including housing loans. The balance of housing loans outstanding at 31 March 2008 is shown within staff debtors in note 9.

### 3 Staff Numbers

The average number of whole time equivalent persons (including senior management) employed during the year was as follows:

	2007-2008			2006-2007		
	Admin	Programme	Total	Admin	Programme	Total
Administration	1,275	6,471	7,746	981	6,221	7,202
Industrial	99	3,368	3,467	59	3,351	3,410
Unified and Operational Grades*	549	33,459	34,008	482	32,781	33,263
Specialist	175	3,468	3,643	174	3,698	3,872
Agency and Contract Staff	128	301	429	193	391	584
	<b>2,226</b>	<b>47,067</b>	<b>49,293</b>	<b>1,889</b>	<b>46,442</b>	<b>48,331</b>

\*This includes all officer grades, operational managers and operational support grades.

## 4 Other Operating Costs

### 4a Administration Costs

Notes	2007-2008		2006-2007	
	£'000s	£'000s	£'000s	£'000s
Accommodation and maintenance costs	2,388		2,889	
Rentals under operating leases	160		169	
Contracted out services	12,165		10,862	
Travel, subsistence and hospitality	3,668		3,307	
Other staff related costs	3,327		3,489	
Other costs	2,874	24,582	1,691	22,407
<b>Non cash items</b>				
Depreciation 6b	163		316	
(Profit)/Loss on disposal of fixed assets 6b	(49)		24	
Cost of capital charge	(336)		(291)	
Auditor's remuneration	190		190	
Payroll administration charges	239	207	415	654
<b>Total other administration costs</b>		<b>24,789</b>		<b>23,061</b>

Rentals under operating leases are in respect of office equipment.

There was no auditor's remuneration for non-audit work.

## 4b Programme Costs

Notes	2007-2008		2006-2007	
	£'000s	£'000s	£'000s	£'000s
Accommodation and maintenance costs	141,782		135,433	
Rentals under operating leases	3,125		2,737	
Contracted out services	143,435		154,352	
Finance charges on PFI contracts	476		518	
Prisoner related costs	161,963		155,962	
Travel, subsistence and hospitality	19,232		15,930	
Other staff related costs	47,046		37,534	
Other costs	90,470	607,529	90,928	593,394
<b>Non cash items</b>				
Depreciation	6b	11,972	10,723	
Loss on disposal of fixed assets	6b	1,123	517	
Provisions created net of releases	13	18,034	16,429	
Cost of capital charge		(274)	1,196	
Decrease in value of investments		92	36	
Payroll administration charges		4,118	3,828	32,729
<b>Total other programme costs</b>		<b>642,594</b>		<b>626,123</b>

## 5 Operating Income

	2007-2008			2006-2007		
	Appropriated in aid £'000s	Not Appropriated in aid £'000s	Total £'000s	Appropriated in aid £'000s	Not Appropriated in aid £'000s	Total £'000s
<b>Administration income</b>						
Youth Justice Board receipts	2,626	0	2,626	2,566	0	2,566
Other income	568	267	835	600	58	658
<b>Total administration income</b>	<b>3,194</b>	<b>267</b>	<b>3,461</b>	<b>3,166</b>	<b>58</b>	<b>3,224</b>
<b>Programme income</b>						
Youth Justice Board receipts	107,107	0	107,107	111,670	0	111,670
Dept for Innovation, Universities & Skills receipts	17,669	0	17,669	36,438	0	36,438
Dept of Health receipts	2,471	0	2,471	11,060	0	11,060
Primary Care Trusts receipts	67,789	0	67,789	76,800	0	76,800
Welsh Assembly receipts	3,015	0	3,015	2,624	0	2,624
Border and Immigration Agency receipts	4,847	0	4,847	4,761	0	4,761
European Social Fund receipts	16,918	0	16,918	15,724	0	15,724
External sales of industries	7,079	0	7,079	7,698	0	7,698
Other income	25,813	0	25,813	29,027	0	29,027
<b>Total programme income</b>	<b>252,708</b>	<b>0</b>	<b>252,708</b>	<b>295,802</b>	<b>0</b>	<b>295,802</b>
<b>Total operating income</b>	<b>255,902</b>	<b>267</b>	<b>256,169</b>	<b>298,968</b>	<b>58</b>	<b>299,026</b>

Youth Justice Board receipts cover the cost of provision of juvenile custody. Border and Immigration Agency receipts cover the cost of provision of custodial services. Department for Innovation, Universities and Skills receipts cover the cost of provision of education services purchased from Local Education Authorities and other contractors. Department of Health and Welsh Assembly Government receipts and receipts from PCTs cover the cost of the provision of healthcare.

## 6 Tangible Fixed Assets

	Buildings £'000s	Assets under Construction £'000s	Equipment £'000s	Total £'000s
<b>Cost or Valuation</b>				
At 1 April 2007	0	5,633	167,669	173,302
Additions	1,680	10,886	13,144	25,710
Disposals	0	0	(7,819)	(7,819)
Transfers	352	(3,451)	3,099	0
Assets transferred to NOMS in year	(2,032)	0	0	(2,032)
Assets received from NOMS in year	0	0	0	0
Indexation	0	0	3,870	3,870
Revaluation	0	0	311	311
<b>At 31 March 2008</b>	<b>0</b>	<b>13,068</b>	<b>180,274</b>	<b>193,342</b>
<b>Depreciation</b>				
At 1 April 2007	0	0	(68,332)	(68,332)
Charge in year	0	0	(12,155)	(12,155)
Disposals	0	0	6,468	6,468
Transfers	0	0	0	0
Assets Transferred to NOMS in year	0	0	0	0
Assets received from NOMS in year	0	0	0	0
Indexation	0	0	(1,857)	(1,857)
Revaluation	0	0	43	43
<b>At 31 March 2008</b>	<b>0</b>	<b>0</b>	<b>(75,833)</b>	<b>(75,833)</b>
<b>Net Book Value</b>				
<b>At 31 March 2008</b>	<b>0</b>	<b>13,068</b>	<b>104,441</b>	<b>117,509</b>
<b>At 1 April 2007</b>	<b>0</b>	<b>5,633</b>	<b>99,337</b>	<b>104,970</b>

### Buildings

All building assets together with some other assets were transferred to NOMS on 1 April 2005. From that date additions to buildings funded by Prison Service budgets are capitalised as assets under construction until the point at which they are brought into use, whereby they are first transferred to buildings and then to NOMS.

### Equipment

Equipment comprises Plant and Machinery, Motor Vehicles, Furniture and IT assets.

## 6a Common User Estate Property

Freehold properties occupied by the Prison Service which are part of the former Common User Estate have never been included on the balance sheet as they are considered to be assets of the Ministry of Justice. The Ministry of Justice has made no charge in respect of these buildings.

## 6b Depreciation and other charges in respect of tangible fixed assets

	2007-2008		2006-2007	
	£'000s	£'000s	£'000s	£'000s
Depreciation based on cost or valuation	12,155		11,044	
Depreciation on donated assets	(20)		(5)	
<b>Depreciation charged to Operating Cost Statement</b>		<b>12,135</b>		<b>11,039</b>
Net book value of disposals	1,351		662	
Proceeds on disposal	(277)		(121)	
<b>Loss on disposal of tangible fixed assets</b>		<b>1,074</b>		<b>541</b>
<b>Depreciation and other charges in respect of tangible fixed assets</b>		<b>13,209</b>		<b>11,580</b>

## 6c Reconciliation of asset additions to cash flow

	2007-2008	2006-2007
	£'000s	£'000s
Fixed asset additions	25,710	15,521
Less: Found assets	(73)	(52)
Less: Donated assets	(44)	0
<b>Cash purchases of fixed assets</b>	<b>25,593</b>	<b>15,469</b>

## 7 Investments

	Quoted	Unquoted	Total
	£'000s	£'000s	£'000s
Balance at 1 April 2007	259	44	303
Movement in year	(77)	(15)	(92)
<b>Balance at 31 March 2008</b>	<b>182</b>	<b>29</b>	<b>211</b>

Quoted investments are stated at market value at 31 March 2008.

Unquoted Investments relate mainly to the value of milk quota and are valued at estimated realisable value at 31 March 2008.

These investments were acquired by the Prison Service (as a result of trading activities) at no cost.



## 8 Stocks and work-in-progress

	31 March 2008 £'000s	31 March 2007 £'000s
<b>Industries and Farms</b>		
Raw materials	676	953
Work-in-progress	2,195	2,624
Stocks of finished goods	2,272	2,040
	<b>5,143</b>	<b>5,617</b>
Consumables	24,482	27,753
	<b>29,625</b>	<b>33,370</b>

## 9 Debtors

### 9a Analysis by type

	31 March 2008 £'000s	31 March 2007 £'000s
Trade debtors	21,451	13,032
HM Government debtors	6,555	22,047
Staff debtors	1,209	334
Other debtors	18,512	8,635
Prepayments and accrued income	6,847	8,489
	<b>54,574</b>	<b>52,537</b>
<b>Amounts falling due after more than one year</b>		
Other debtors	21,800	0
Staff debtors	2,507	3,263
	<b>78,881</b>	<b>55,800</b>

The debtor due after more than one year represents a prepayment under the off balance sheet PFI contract for the provision of a IT managed service.

Staff debtors due after more than one year represent amounts in respect of home purchase loans, which are repayable over periods up to twelve years. The total number of outstanding loans is 884 (853 in 2006-2007).

### 9b Intra Government Balances

	2007-2008		2006-2007	
	Debtors: amounts falling due within one year £'000s	Debtors: amounts falling due more than one year £'000s	Debtors: amounts falling due within one year £'000s	Debtors: amounts falling due more than one year £'000s
Balances with other central government bodies	17,499	0	22,047	0
Balances with local authorities	752	0	239	0
Balances with NHS bodies	10,290	0	12,050	0
	<b>28,541</b>	<b>0</b>	<b>34,336</b>	<b>0</b>
Balances with bodies external to government	26,033	24,307	18,201	3,263
	<b>54,574</b>	<b>24,307</b>	<b>52,537</b>	<b>3,263</b>

## 10 Balance at bank and cash in hand

	31 March 2008 £'000s	Movement £'000s	31 March 2007 £'000s
Commercial banks and cash in hand	1,688	(6,390)	8,078
Balances at OPG	28,484	21,778	6,706
<b>Cash at bank and in hand</b>	<b>30,172</b>	<b>15,388</b>	<b>14,784</b>
Overdraft	(19,847)	33,581	(53,428)
	<b>10,325</b>	<b>48,969</b>	<b>(38,644)</b>

The Office of HM Paymaster General (OPG) provides a current account banking service.

The overdraft shown above arises as a result of unrepresented cheques and BACS payments at the balance sheet date.

In addition, the Prison Service holds third party monies of £9,274k (£8,831k in 2006-2007), not included in the above balances. This relates to monies held on behalf of prisoners.

## 11 Creditors: Amounts falling due within one year

### 11a Analysis by type

	31 March 2008 £'000s	31 March 2007 £'000s
Trade creditors	132,084	59,023
Retained liability for capitalised assets	1,144	1,071
HM Government creditors	31	13,823
Other creditors	1,535	2,361
Accruals and deferred income	82,084	73,008
	<b>216,878</b>	<b>149,286</b>
Overdraft	19,847	53,428
Amounts due to the Consolidated Fund:		
– Consolidated Fund Extra Receipts (CFERs)	279	12
	<b>237,004</b>	<b>202,726</b>

The overdraft shown above arises as a result of unrepresented cheques and BACS payments at the balance sheet date.

Amounts due to the Consolidated Fund are based on the accounting conventions adopted for resource-based supply.

## 11b Intra Government balances

	31 March 2008		31 March 2007	
	Creditors: amounts falling due within one year £'000s	Creditors: amounts falling due more than one year £'000s	Creditors: amounts falling due within one year £'000s	Creditors: amounts falling due more than one year £'000s
Balances with other central government bodies	13,179	0	13,823	0
Balances with local authorities	5,775	0	355	0
Balances with NHS Trusts	3,969	0	189	0
	<b>22,923</b>	<b>0</b>	<b>14,367</b>	<b>0</b>
Balances with bodies external to government	214,081	12,241	188,359	13,385
	<b>237,004</b>	<b>12,241</b>	<b>202,726</b>	<b>13,385</b>

## 12 Creditors: Amounts falling due after more than one year

	31 March 2008 £'000s	31 March 2007 £'000s
Retained liability for capitalised assets	13,385	14,456
Less due within 1 year	(1,144)	(1,071)
	<b>12,241</b>	<b>13,385</b>

The capitalised assets form part of prison buildings that were transferred to NOMS on 1 April 2005. These obligations are within energy contracts that have maturity of between 15 and 20 years. Payments are made on a monthly basis and comprise a capital and interest element.

The total liability above is repayable within the following periods:

	31 March 2008 £'000s	31 March 2007 £'000s
– in not more than 1 year:	1,144	1,071
– in more than 1 year but not more than 2 years:	1,223	1,144
– in more than 2 years but not more than 5 years:	4,197	3,927
– in more than 5 years:	6,821	8,314
	<b>13,385</b>	<b>14,456</b>

## 13 Provisions for liabilities and charges

	Early Retirement Costs £'000s	Legal Claims £'000s	Total £'000s
Balance at 1 April 2007	4,870	40,455	45,325
Provided in year	5,502	23,309	28,811
Provisions not required written back	0	(10,777)	(10,777)
Provisions utilised in year	(2,023)	(11,606)	(13,629)
<b>Balance at 31 March 2008</b>	<b>8,349</b>	<b>41,381</b>	<b>49,730</b>

## Early retirement costs

The Prison Service meets the additional costs of benefits beyond the normal PCSPS benefits in respect of employees who retire early by paying the required amounts annually to the PCSPS over the period between early departure and normal retirement date. The Prison Service provides for this in full when the early retirement programme becomes binding on the Prison Service by establishing a provision for the estimated payments discounted by the Treasury discount rate of 2.2 per cent in real terms, where material.

## Legal Claims

Provision has been made for various legal claims against the Prison Service. The provision reflects all known claims where legal advice indicates that it is more likely than not that the claim will be successful and the amount of the claim can be reliably estimated. The figures represent the best estimate of the amount payable in respect of the claims indicated, as the claims are subject to litigation which would affect the time period of utilisation. Legal claims which may succeed but are less likely to do so or cannot be estimated reliably are disclosed as contingent liabilities in Note 21.

## 14 Reconciliation of net operating cost to changes in general fund

	Notes	2007-2008 £'000s		2006-2007 £'000s
<b>Net operating cost for the year</b>			<b>(2,057,971)</b>	<b>(1,936,284)</b>
Notional Items				
Cost of capital charge – Administration costs	4a		(336)	(291)
Cost of capital charge – Programme costs	4b		(274)	1,196
Auditor's remuneration	4a		190	190
Payroll administration	4a & 4b		4,357	4,243
Funding from the Consolidated Fund (Supply)				
– current year	18c	2,610,000		2,282,690
Less: Funding for NOMS activities	18c	(548,531)	2,061,469	(410,190)
Transfer from other reserves	15		528	527
Found assets	6c		73	52
Income not appropriated in aid payable to Consolidated Fund	5		(267)	(58)
<b>Net decrease in General Fund</b>			<b>7,769</b>	<b>(57,925)</b>
General Fund at 1 April 2007			(56,458)	1,467
<b>General Fund at 31 March 2008</b>			<b>(48,689)</b>	<b>(56,458)</b>

## 15 Reserves

### 15a Revaluation reserve

	2007-2008 £'000s	2006-2007 £'000s
Balance at 1 April 2007	4,212	4,207
Arising on revaluation during the year (net)	2,367	532
Transfer to General Fund	(528)	(527)
<b>Balance at 31 March 2008</b>	<b>6,051</b>	<b>4,212</b>

The revaluation reserve represents the unrealised element of the cumulative balance of indexation and revaluation adjustments (excluding donated assets).

### 15b Donated asset reserve

	2007-2008 £'000s	2006-2007 £'000s
Balance at 1 April 2007	37	42
Additions	44	0
Release to Operating Cost Statement	(20)	(5)
<b>Balance at 31 March 2008</b>	<b>61</b>	<b>37</b>

The donated asset reserve reflects the net book value of assets donated to the Prison Service.

## 16 Operating commitments

Operating leases:

	31 March 2008		31 March 2007	
	Land and Buildings £'000s	Other £'000s	Land and Buildings £'000s	Other £'000s
At 31 March 2008 the Prison Service was committed to making the following payments during the next year in respect of operating leases expiring:				
– within 1 year	20	776	0	704
– between 2 to 5 years	394	776	365	1,205
– after 5 years	1,680	34	764	101
	<b>2,094</b>	<b>1,586</b>	<b>1,129</b>	<b>2,010</b>

Other non-cancellable contracts:

	31 March 2008 Other Contacts £'000s	31 March 2007 Other Contacts £'000s
At 31 March 2008 the Prison Service was committed to making the following payments during the next year in respect of contracts expiring:		
– within 1 year	45,319	55,600
– between 2 to 5 years	52,099	18,025
– after 5 years	9,674	70,167
	<b>107,092</b>	<b>143,792</b>

With reference to the above tables for operating leases and other non-cancellable contracts, the following should be noted:

- In respect of other contracts expiring between two to five years; this mainly relates to a contract for the provision of an IT Managed Service. This is an off balance sheet PFI contract for a period of twelve years, which commenced in 2000 and expires in 2012, and has an estimated capital value of £84m.

## 17 Capital commitments

Commitments for capital expenditure and major maintenance works for which no provision has been made in these accounts were as follows:

	31 March 2008 £'000s	31 March 2007 £'000s
Committed	0	0
Authorised but not contracted	23,140	16,000

## 18 Notes to the cash flow statement

### 18a Reconciliation of net operating cost to net cash outflow

	Notes	2007-2008 £'000s	£'000s	2006-2007 (restated*) £'000s	£'000s
<b>Net operating cost</b>			<b>(2,057,971)</b>		<b>(1,936,284)</b>
<b>Adjustments for non-cash transactions</b>					
Non-cash administration costs	4a	207		654	
Non-cash programme costs	4b	34,973		32,693	
Change in value of investments	7	92		36	
			<b>35,272</b>		<b>33,383</b>
<b>Adjustment for movements in working capital other than cash</b>					
Stocks-decrease	8	3,745		6,848	
Debtors- (increase)/decrease	9	(23,081)		(9,878)	
Creditors – increase/(decrease)		67,519		12,757	
Provisions utilised	13	(13,629)		(40,029)	
			<b>34,554</b>		<b>(30,302)</b>
<b>Net cash outflow from operating activities</b>			<b>(1,988,145)</b>		<b>(1,933,203)</b>

\*Restated to more accurately reflect the movement on Capital creditors.

Movements in working capital other than cash exclude overdrafts and amounts due to Government funding.

## 18b Payments to the Consolidated Fund

Notes	2007-2008 £'000s	2006-2007 £'000s
Surrender of prior year CFER*	0	43
Surrender of current year CFER	0	46
	<b>0</b>	<b>89</b>

\*CFER – Consolidated Fund Extra Receipts

## 18c Analysis of financing and reconciliation to the net cash requirement

Notes	2007-2008 £'000s	2007-2008 £'000s	2006-2007 (restated*) £'000s	2006-2007 (restated*) £'000s
Funding from the Consolidated Fund (Supply) – current year	14	2,610,000	2,282,690	
Funding drawn for NOMS activities		(548,531)	(410,190)	
Other funding receipts		0	22,309	
<b>Net funding received from Ministry of Justice for Prison Service activities</b>		<b>2,061,469</b>	<b>1,894,809</b>	
Less: NOMS expenditure		548,531	410,190	
NOMS funding required		(546,499)	(407,804)	2,386
Less: Amounts due to Consolidated Fund – received in prior year and paid over	18b	0		(43)
Less: Amounts due to Consolidated Fund – received in year and paid over		0		(46)
Less: Capital element of payments in respect of long term liabilities		(1,071)		(1,003)
<b>Net financing</b>		<b>2,062,430</b>	<b>1,896,103</b>	
(Increase)/Decrease in cash	10	(48,969)		52,448
<b>Net cash requirement</b>		<b>2,013,461</b>	<b>1,948,551</b>	

\*Restated to more accurately reflect the movement on Capital creditors.

## 19 Related Party Transactions

The Ministry of Justice is regarded as a related party. During the year, the Prison Service provided custodial services to the Youth Justice Board (part of the Ministry of Justice) and UK Border Agency (part of the Home Office). In addition, the Prison Service received funding from other Government Departments for education, healthcare and resettlement services. Income from the departments is shown in note 5.

The Agency Accounting Officer of the Prison Service and Chief Executive of the Youth Justice Board are related parties.

## 20 Financial Instruments

The Prison Service has no borrowings and relies primarily on departmental grants for its cash requirements, and is therefore not exposed to liquidity risks. It also has no material deposits, and all material assets and liabilities are denominated in sterling, so it is not exposed to interest rate risk or currency risk.

## 21 Contingent Liabilities

The Prison Service has contingent liabilities in respect of the following matters:

Claims for injury to staff, prisoners and the public amounting to £9.1m (£9.0m in 2006-2007) have been indicated to the Prison Service, where the likelihood of a liability arising is possible but not likely. Other claims for compensation where it is more likely than not that a liability will arise have been provided for in the accounts – see note 13.

Other Contingent Liabilities reported to Parliament:

An indemnity of up to £50m, in respect of any one accident, has been given to the British Airports Authority (BAA). This is in respect of damage or injury caused to third parties arising out of the negligence of the Prison Service in their use of vehicles travelling airside for the repatriation of prisoners. The likelihood of a liability arising from these contingencies is considered to be remote.

## 22 Events occurring after the Balance Sheet date

In accordance with the requirements of FRS 21, post balance sheet events are considered up to the date on which the accounts are authorised for issue. This is interpreted as the date of the Certificate and Report of the Comptroller and Auditor General.

It is expected that, with effect from July 2008, it will be the re-shaped NOMS that has agency status and not the Prison Service. If so, these will be the last Prison Service final accounts to be published pursuant to Section 7 of the Government Resources and Accounts Act 2000 and, in future years, the Prison Service's operations will be subsumed within the annual reports and accounts for the NOMS Agency.

## 23 Financial Targets

There were no key financial targets for the Prison Service.

## 24 Losses and Special Payments

The following losses and special payments are included within the Operating Cost Statement.

	2007-2008		2006-2007	
	Cases	£'000s	Cases	£'000s
Cash losses	982	463	597	200
Losses of accountable stores	2,714	616	3,215	994
Fruitless payments and constructive losses	291	25	201	27
Claims waived or abandoned	148	392	55	48
Special payments	4,361	14,564	3,931	14,341
	<b>8,496</b>	<b>16,060</b>	<b>7,999</b>	<b>15,610</b>

In 2006-2007 the band for reviewing special payments changed from £100,000 to £250,000. Therefore, when reviewing these special payments over £250,000 only, these include 6 payments in respect of compensation claims by staff (4 in 2006-2007), no compensation payment in respect of prisoners' claims (1 in 2006-2007) and no compensation payments made in respect of claims from members of the public (nil in 2006-2007).

During 2007-2008, £198k (£10k in 2006-2007) was paid as interest on late payment of invoices to commercial organisations.





HMP Wandsworth

# Appendix 1

## Stakeholder Links

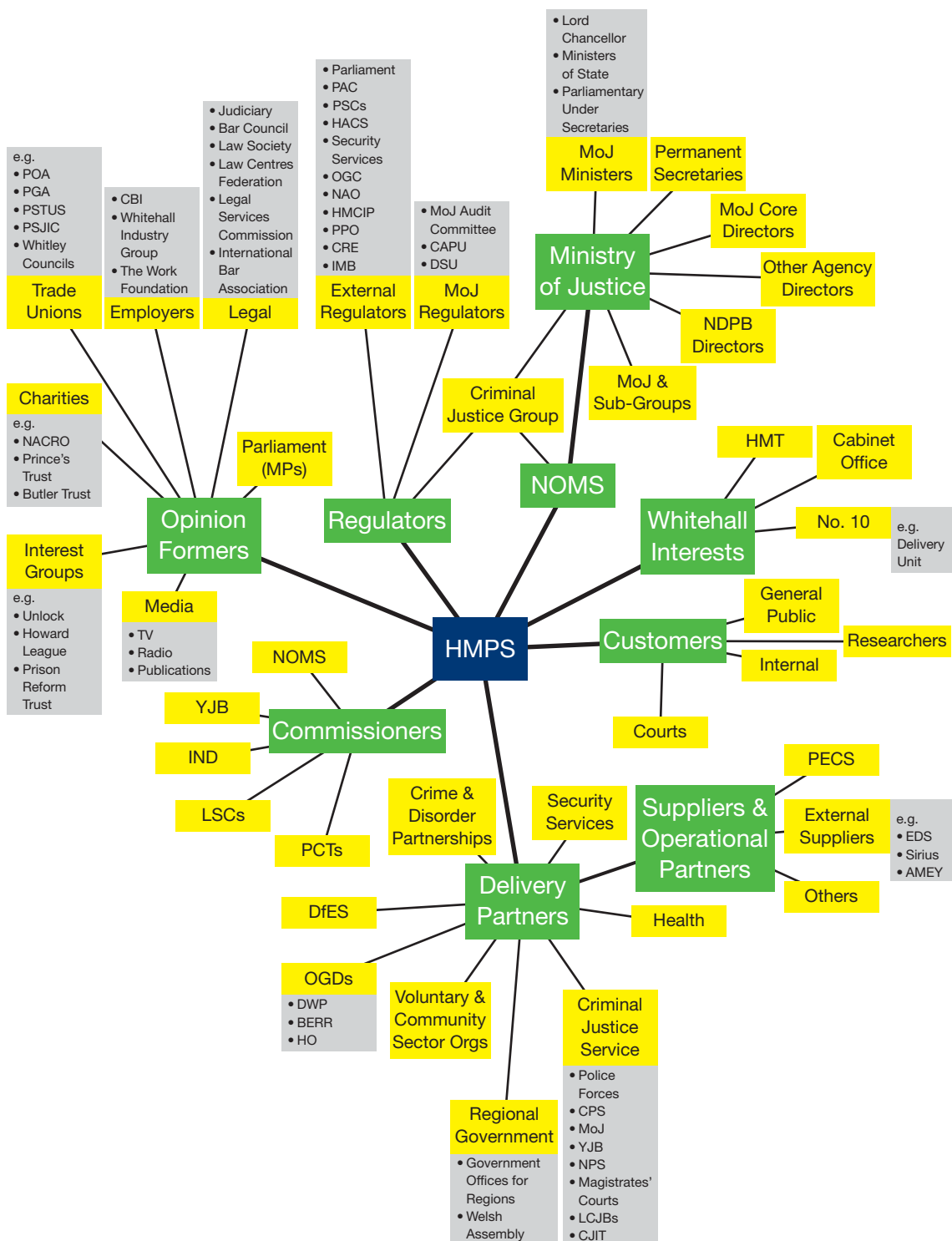


## HM Prison Service National Level Stakeholder Map

A Stakeholder is any individual or body, which can influence, or be influenced by, a programme or project.

This generic Stakeholder Map should be used as a start point to identify the Stakeholders for a particular issue or programme.

The Stakeholder Map is not exhaustive, but it does contain all the potential major stakeholders that an HMPS initiative or programme may come across.



## Appendix 2

### Approaches to Reducing Re-offending



What follows is a random, but fairly typical, sample of the varied, imaginative and worthwhile work going on across the country to help rehabilitate and resettle offenders and so reduce re-offending. There are some excellent examples of the joint local approaches being taken by the Prison Service and its various delivery partners.

*A report by the Education Advisory Committee in 1947 led to a large expansion of educational facilities being provided by local authorities in penal establishments in their areas.*

HMP Belmarsh introduced and delivered the **Short Duration Programme** (a gateway drug treatment group work intervention) in September 2007. It is designed for short term remand prisoners to engage and ‘grip them’ in drug treatment to lessen the risk of re-offending by encouraging motivation to seek and secure ongoing support to address drug related problems. One participant’s account of the experience is very positive and heartening.

*“Mr. C has been offending since the age of 13. This was mainly as a result of his problematic drinking. He was alcohol dependant since the age of 11 as a result of a troubled childhood. During his many spells in prison Mr. C never considered his drinking to be at the root of his problems and saw no reason to change.*

*However, his last period in Belmarsh has seen a marked change in Mr. C.*

*The SDP Treatment Manager conducted a motivational interview with Mr. C following referral from the CARAT team and accepted him onto the SDP course. Mr. C completed the course without missing a session, returning negative drug tests and demonstrated real motivation to change.*

*Subsequent to the course Mr. C has now been released to a ‘dry house’ rehabilitation centre and has thanked SDP and CARAT Workers at Belmarsh for their help and support and for believing in his ability to change”. To the best of our knowledge Mr C is still responding well to treatment in the community.*

**The Alcohol-Free Good Lives Programme** (AFGL) is based on the Good Lives Model and is one of the first programmes to be run in the Prison Service based on this approach. The model focuses on awareness of key primary human goods and the notion that in order to “live a good life” one needs to be aware of these such as relating to others, usefulness and independence, which human beings all strive for. Instrumental or secondary goods (specific goals such as “getting a job”) provide ways of securing these primary goods.

There has been much demand across the estate for an alcohol programme such as this and twelve establishments competed to take part in the pilot study of this programme.

The programme has 24 sessions and a 6 session review to be completed in 10 weeks. At the end of each of the four modules, the participant should have a key work session. A post programme review is held at the end of the review module.

The programme aims to provide participants with the skills to address their alcohol use and associated aggressive and violent offending, to enable participants to make informed choices regarding their future lifestyle and goals, including their use of alcohol and offending and to highlight throughcare/resettlement needs for individual participants. It is aimed at prisoners who present with evidence of an alcohol-related

problem. The programme aims to reduce the likelihood of reoccurrence of alcohol-related crimes of aggression/violence, and not to treat alcohol dependence. Those referred should be hazardous rather than dependent drinkers.

In addition there should be evidence of an alcohol-related crime i.e. that the prisoner has a current and at least one previous offence of an alcohol-related crime involving violence/aggression. It should be clear that alcohol is the main precipitating factor in the offence(s). Priority is given to those where alcohol only (as opposed to alcohol plus drugs) was the precipitating factor in the offence, and/or where alcohol is a more prominent risk factor than illicit drug use. An example would be where alcohol has triggered violence, aggression, loss of control or poor decision-making, as opposed to crimes where acquisitive, instrumental intentions more closely linked to drug use are more prominent.

The programme is suitable for men aged between 18 and 30 years. Prisoners serving any sentence length can be considered as long as they have enough time left in their sentence to complete the course. The programme can be completed at any point in sentence, although the review module, where it is run as a separate element (the booster element) should be delivered nearer the end of the sentence. Particularly useful is that if the review module has been delivered earlier as part of a full 30 session programme, it can be repeated nearer the end of the sentence.

Those at a medium to high risk of reconviction and future harm will be prioritised for inclusion on the programme.

#### **Pilot programme**

One course has been piloted at HMP Featherstone between March and May 2007. In addition a further four sites are running pilot groups between April and July 2008. These include a young offender institution and adult male establishments.

#### **Future development**

The programme was presented to the Correctional Services Accreditation Panel (CSAP) and has been provisionally accredited. Further work has commenced on the programme in line with CSAP recommendations and, after the pilot study, will be re-submitted to CSAP in August 2008.

**Futures Unlocked** is a chaplaincy initiative at HMYOI Glen Parva, and HMP Leicester, which aims to support ex-offenders through the prison gate and successfully back into the community, thus breaking the cycle of offending and reducing crime. It involves working with other Government agencies, local communities, and mentors. Ongoing support and encouragement is provided on a 'one to one' basis in the first few months after release.

Leaving prison can be a stressful and anxious time for anyone. For those in prison in an area with which they are unfamiliar, it can seem overwhelming. Women leaving HMP Downview are often vulnerable and particularly anxious as they may have to cross London, so the chaplaincy team have set up a new scheme called **‘Moving On’** whereby volunteers, working in pairs, meet women on the day of release, and escort them on public transport to a mainline station. This way they get a bit of extra support and company during those vital first steps from prison to life outside.

The Chaplaincy Team has recruited and trained 15 volunteers who in the past 12 months have successfully escorted 11 vulnerable women from the gates to the starting point of their journey to resettlement and readjustment.

This scheme won an award from the Surrey Criminal Justice Board in 2007 for their outstanding contribution to working with offenders.

**Prison Industries** provide employment places for some 10,000 prisoners with an estimated value of production of over £30 million at market prices.

Some 60% of production kitchens providing prisoners meals run **NVQs** for prisoner workers.

Approximately 1,400 prisoners are currently involved in training in land based skills in accordance with City and Guilds National Proficiency Test Council (**NPTC**) qualifications. The industry recognises these qualifications as a no-nonsense indication of competence in the detailed activities.

Industrial cleaning is closely linked to the British Institute of Cleaning and from this year prisons have taken part in a national cleaning competition organised under **Working Ventures UK**.

Prison Information and Communications Training Academy (**PICTA**) is a partnership between the Prison Service and Cisco systems. PICTA has some 20 workshops within prisons delivering recognised ICT qualifications. The aim is to provide prisoners with an opportunity to follow an individual self paced vocational study programme in a modern vocational skill, providing opportunities for employment in a growth market sector – computing. HMPS has also started to develop industries alongside the PICTA workshops where prisoners with the relevant qualifications can diagnose, repair and upgrade IT machinery. In an example of cross departmental cooperation this includes the repair of some Learning and Skills Council (LSC) owned assets. In a recent development at HMP Wandsworth, in partnership with Bovis Land Lease, Cisco Systems and Panduit, the Prison Service has introduced a sponsored PICTA workshop to train prisoners in voice and data cabling. Bovis will visit the workshop during training to develop an employer/employee relationship with prisoners and successful prisoners will be offered employment as soon as they are released.

The **Get Training partnership** with HMP Springhill. At Springhill there was an old boiler house that needed total refurbishment to enable it to be used. Springhill could not afford the refurbishment costs, so a partnership was set up with Get Training which involved them paying for all of the materials and Springhill supplying prisoner labour to refurbish the building. When completed the building would be lent to Get Training (still owned by the prison) to operate as their southern area training centre. As part of the contract, Get Training would guarantee twenty places for the prisoners

on the Pathway to Gas course in year one and then a minimum of forty places every subsequent year. Prisoners achieving the Pathway to Gas certificate are qualified to the required level for applying for CORGI Registration. Get Training also supply the work placement needed for the prisoners to achieve the qualification

Six prisons are involved in **Track Works** and are being trained in rail-track maintenance where there is a real skills shortage.

Recently-opened HMP Kennet provides an example of some progressive work between the Prison Service and Job Centre Plus to assist offenders to access employment, training and education opportunities.

The traditional role of Job Centre Plus working within many prison establishments has been one of opening and closing down offender benefit claims.

In 2007 HMP Kennet located in Maghull, Merseyside and the District Manager for Job Centre agreed to develop a new and progressive approach to working in partnership.

This new way of working is based on a focused Service Level Agreement and service delivery specification that has enabled the prison to have two full-time Job Centre Plus staff in post, one funded by the education provider (Mercia) and the other by Job Centre Plus. The emphasis is focused on employer engagement and finding offender's employment, training and education routes through the gate into community, as opposed to shutting down and opening benefit claims.

Every offender arriving at HMP Kennet is seen on a one-to-one basis on induction by the Job Centre Plus adviser. As HMP Kennet does not receive offenders directly from court their benefit claims have already been closed by the Job Centre adviser in their previous establishment. This allows the Kennet adviser to use the time allocated to conduct a work-targeted interview that underscores the work-focused regime operated by the prison.

During this interview the offenders name, national insurance number, local jobcentre [on release], employment status prior to custody, work history, qualifications, planned training in Kennet [including suitability] and job goals on release are recorded. Barriers to employment are identified and information gathered on whether the offender has bank account, ID – passport or birth certificate, CV, driving licence or health problems or disabilities. This information can then be accessed at any time during the offender's sentence not just prior to release – facilitating targeted help such as opening bank accounts, providing ID etc. Finally any information relevant to the offender is sent via the internal post. This may include general advice leaflets for offenders on disclosure etc, benefits and local initiatives.

This initial 'work-focus' is then further enhanced by the Through the Gate (TTG) adviser who sees all offenders on day 3 of induction. The TTG adviser sees all offenders in conjunction with the prison Information Advice and Guidance (IAG, the agency funded by LSC) adviser and explains her role – particularly how she will work with them prior to release. At this point, work-orientated short-term and long-term goals are explored, specialist agencies that support ex-offenders are discussed and employment advice is provided if appropriate. TTG adviser then uses her local



labour market knowledge to help steer the offenders towards the most suitable courses for them bearing in mind the prison syllabus and the local labour market.

During the offender's sentence the Environmental Business Service (EBS) and TTG advisers work together to ensure that offenders receive employment-related advice and guidance as required. This takes the form of responses to applications and also contributing to Prison Service programmes such as Thinking Skills in the Workplace. The TTG adviser brings employers into courses to give presentations on interview skills and application processes and how ex-offenders can make themselves more attractive to potential employers. The EBS adviser conducts sessions on job search, application forms and disclosure. The TTG adviser has also arranged for organisations providing employment-focused support for ex-offenders to give presentations to offenders.

Prior to release the TTG adviser and EBS adviser co-operate to maximise offenders access to support services and, where appropriate, to employment. The majority of offenders are seen approximately 8 weeks prior to release by the EBS adviser when they apply for a Community Care Grant and the information gathered at induction is then used to review their current needs and relevant details are then passed on to the Through the Gate service. The TTG adviser then sees all offenders one-to-one to analyse their needs. Previous interventions by IAG and EBS are discussed and recorded to avoid duplication and details of qualifications gained while in prison are noted. The TTG adviser then tailors a package of help for the offender which, in addition to job search, is likely to include Progress to Work, Link Up, a referral to the Job Developer, Local Authority JET (Juvenile Enhanced Thinking) services and/or OLASS. Any referrals made are then tracked for 13 weeks and any outcomes recorded.

A summary table of work undertaken as part of the North West Reducing Re-offending Delivery Plan & Pathways

Achievement	Month when achieved or delivered	Brief description of the long-term benefits this achievement will have	Other agencies involved
North West Development Agency (NWDA) secured funding for the employment of 8 Employer Support Officers and a co-ordinator.	November 2007	Enhanced employer engagement which can offer real support to employers who give jobs to offenders. Providing there is cohesive action by partners this should increase the number of offenders gaining employment.	NWDA, LSC, Job Centre Plus
A major investment in ICT equipment in prison learning and skills departments.	January 2008	Improved ICT facilities in prisons will enable delivery of e learning as well as encourage more offenders to learn ICT skills using modern equipment and software.	LSC
Investment in setting up multi skilled workshops in HMP Buckley Hall and HMYOI Hindley.	November 2007	Offenders have the opportunity to achieve qualifications in construction trades where there are vacancies in the NW. Local employers have been engaged and have employed some offenders.	LSC

Achievement	Month when achieved or delivered	Brief description of the long-term benefits this achievement will have	Other agencies involved
Work Solutions is offering Information, Advice and Guidance (IAG), via 'in reach' into Manchester prisons.	December 2007	This will link up more effectively the IAG in prisons with that available in the community enabling a seamless transition. This should encourage offenders to continue their learning and skills and make progress into employment.	LSC
Installation of rail track training facility at HMP Thorn Cross.	March 2008	Offenders will achieve NVQ2 qualification in Railway Engineering and there are very good job prospects in the rail track repair and replacement industry. LSC exploring possibility of securing funding for apprenticeship programmes in Railway Engineering which will provide an enhanced qualification.	LSC
Securing European Social Fund (ESF) support for skills for jobs for offenders and ensuring offenders in the community are a priority group for general skills for jobs programmes.	February 2008	Most offenders benefiting from this investment will be in the community. The interventions are part of a routeway to develop employability skills and move them into work or nearer to employment.	LSC, Job Centre Plus, NPS
With funding from NWDA, HMP Haverigg created a 'Smokery' (for producing smoked food products) that offers an additional return to work environment within the prison.	April 2008	The Smokery offers a real working environment to offenders within HMP Haverigg, enabling both general work readiness skills to be developed alongside specific skills related to the food preparation industry. The Smokery also offers employer engagement opportunities as it works across the region with relevant food related industries.	NWDA
HMYOI Hindley has erected poly tunnels to produce flowers for Wigan Local Authority public flower beds.	April 2008	HMYOI Hindley, in partnership with Wigan Metropolitan Borough Council (MBC), has created a new learning environment to provide training and accreditation in horticulture.	Wigan MBC
HMPS investment has been secured to develop a construction trades workshop at HMP Kirkham.	February 2008	HMP Kirkham will offer enhanced opportunities in the training and accreditation of construction skills. This development is further enhanced by the Category D status of Kirkham, which enables offenders to access through-the-gate links into real work.	LSC



# Appendix 3

## Delivering a New HR Service: People Strategy Timeline

### Leadership Qualities Framework



### Learning and Development Framework Custodial Care NVQ



### Staff survey



### OPS guidelines launched



07 APRIL

MAY

JUNE

JULY

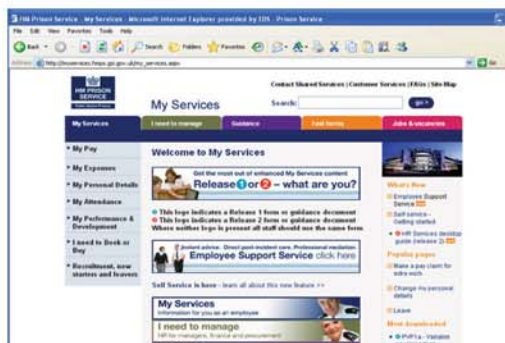
AUGUST

SEPTEMBER

HR Directorate transformation

Pilot of Self Service

### Pilot site launched



### My Services launched



## Conference



## Competency and Qualities Framework



## Our People Online



OCTOBER

Pay review

NOVEMBER

DECEMBER

08 JANUARY

FEBRUARY

MARCH

## Self Service launched - pilot



## Employee Support launched





## Appendix 4

## Staff Recognition



HMP The Mount

The point is made elsewhere that effective organisations rely on having talented, motivated and effective people. The contribution and performance of staff is more important than any other factor in turning strategy into reality. The list of awards and honours made to Prison Service staff that follows is indication of the wealth of talent and ability that exists within the Prison Service and of the passion and commitment that staff have for the work they do.

It should be remembered too that this is recognition for work that is carried out in some of the most challenging work-places that can be found in either the public or private sectors involving some of society's most alienated individuals.

## June 2007

### Queen's Birthday Honours

Staff from across the Service received awards in the Queen's Birthday Honours List 2007.

An OBE was awarded to:

Madeline Moulden, Senior Manager at North West Area Office, for services to decency and public protection in reducing re-offending.

MBE's were awarded to the following staff this year for services to the Prison Service:

Lynn Mathieson, Manager G, Staff Care & Welfare Service, for services to occupational welfare for Prison Service Staff in South West England.

Stephen Johnson, Prison Officer, HMP Hull, for services to HM Prison Service and for his continuing dedication in ensuring the valuable work of HM Prison Service staff is properly recognised.

Members of the Independent Monitoring Board, Anne Grange at HMP Leeds, Vernon St Clair Smith at HMYOI Feltham and Kathleen Sexton at HMP Hull have also been awarded the MBE for services to the welfare of prisoners.

### Prison Officer of the Year 2007

The Service's most important performance recognition event took place at the Oulton Hall Hotel in Leeds.

The Prison Officer of the Year 2007 was announced as Senior Officer Pam Chalk from HMP Wealstun. Winner of the 'Decency' category, she was chosen as overall winner of the awards which are now in their sixth year.

Category winners:

Diversity – Diversity Manager Senior Officer Sean Talbot – HMP Standford Hill

Suicide Prevention – Safer Detention Co-ordinator Tony Bond – HMIRC Dover

Security – Officer Support Grade John Gardner, HMP Frankland

Managing difficult prisoners – Officer Mark Jobsz, HMP Whitemoor

Working with young people – Officer Anthony Watts, HMP/YOI Feltham

Staff support – Psychological Assistant Danielle McDermott, HMP Leeds

Resettlement – Resettlement Officer Alison Wren, HMP Parkhurst

Lifetime Achievement Award – Senior Officer Diane Tarry, HMP Morton Hall

## November 2007

### Justice Awards – National

Three Prison Service entries reached the finals in the 2007 Justice Awards.

The overall winner was Mohamed El Shakarwy, Imam at HMP The Mount, for which he received the top prize, the Justice Shield. He was the category winner in the outstanding contribution to working with offenders' category.

Outstanding contribution to engaging communities category – Glen Banks, HMP Wellingborough and Mostapha Bouker, HMP Belmarsh.

## January 2008

### New Year's Honours List

An OBE has been awarded to:

Christopher Sheffield, Governor of HMP Manchester, for services to HM Prison Service.

MBE's have been awarded to the following Prison Service staff this year for services to the Prison Service:

Pauline Hoath, Administrative Officer, HMYOI Wetherby.

Theresa Pegus, part-time Chaplain, HMYOI/RC Glen Parva.

Carolyn Woodcock, Chaplain, HMP Lancaster.

An MBE was also awarded to Education Managers Beryl Splevins at HMP Frankland and Janet Williams at HMP Highpoint, Official Prison Visitor Olive Price at HMP Blundeston, Construction Operatives Instructor David Bradshaw at HMP Hewell Grange, Probation Officer Terence Bond at HMP Lancaster and Abiola Pointing the Race Issues Advisor at HMP Manchester.

Members of the Independent Monitoring Board, David Pinchin at HMP Belmarsh, and Norman Morlidge at HMP Risley, have been awarded the MBE for services to the welfare of prisoners.

## March 2008

### The Butler Trust Award Winners 2008

The Prison Service won 19 awards in the annual Butler Trust Awards from a record total of 340 nominations received by the Trust this year.

These awards recognise the excellence and innovation of people working with offenders across the UK.



**LORD WOOLF AWARD for resettlement work in partnership with other agencies**

Community Placement Team  
HMP PRESCOED

**TERRY WAITE AWARD for work with lifers and long-term prisoners**

Jinnie Jefferies, Head of Psychodrama  
HMP GRENDON

**GROUP AWARD**

Prison Council  
HMP/YOI GUYS MARSH

**THE WATES FOUNDATION AWARD FOR WORK WITH FEMALE OFFENDERS**

Sue Kennedy, Principal Psychologist  
HMPS HQ WOMEN AND YOUNG PEOPLE'S GROUP

**AWARD FOR EXCELLENCE (supported by GSL)**

Fire Cadets Team  
HMYOI THORN CROSS

**KEITH BROMLEY AWARD FOR EDUCATION AND SKILLS TRAINING****(supported by The Bromley Trust)**

Binanda Barkakaty, Outreach Tutor  
HMP BRIXTON

**HELEN HAMLYN TRUST AWARD FOR EDUCATION AND SKILLS TRAINING  
WORK WITH YOUNG OFFENDERS**

Ewan Easton, Music Instructor/Halle4brass  
HMYOI THORN CROSS

**DIVERSITY AWARD for work which promotes equality (supported by  
HM Prison Service)**

Mostapha Bouker, Diversity Officer  
HMP BELMARSH

**HEALTH IMPROVEMENT AWARD (supported by NHS Prison Health)**

Tina Bowden, Day Care Co-ordinator and Yvette Semple, Day Care Activity Co-ordinator  
HMP/YOI STYAL

**GREENING/SUSTAINABLE DEVELOPMENT AWARD (supported by HMPS)  
for environmental, waste management and greening initiatives**

Stuart Jenkins, Acting Facilities Manager  
HMP BULLINGDON

**THE TREVOR BROOKING AWARD FOR THE PERSONAL DEVELOPMENT OF  
OFFENDERS THROUGH SPORT**

Kevin Baxter, Senior Officer  
HMP BLUNDESTON

**AWARD FOR THE HEALTH AND WELL-BEING OF STAFF (Supported by Atos Origin)**

Staff Fitness Testing Team  
HMPS HEADQUARTERS

**DEVELOPMENT AWARDS**

Ron Patterson, Skills for Life Tutor  
HMP LOWDHAM GRANGE

**ACHIEVEMENT AWARDS**

Ellen Asafu-Agyei, Nurse Manager  
HMP/YOI HOLLOWAY

Janet Walker, Head of Learning and Skills  
HMP LINDHOLME

**THE PAUL MASON CERTIFICATE AWARD FOR STAFF CARE  
(supported by Les Mason)**

Rex Wood, Senior Officer  
HMP FULL SUTTON

**CERTIFICATE AWARDS**

Timothy White and Richard Logan, Officer Instructors  
HMP MOORLAND (CLOSED)

Irene Brown, Labour Control Clerk  
HMP EDMUNDS HILL

Keith Singleton, Principal Officer and Victor Evans, OSG Waste Management Supervisor  
HMP WYMOTT

**Other awards**

A number of other specialist awards were received for staff at a regional and national level across the year.



## Appendix 5

## Statistical Information



## Statistics Summary by Function

Function name	Certified normal accommodation	Total average population	Direct resource expenditure	Cost per place	Cost per prisoner
Male category B	3,198	3,014	£88,870,245	£27,789	£29,485
Male category C	21,855	22,693	£512,956,706	£23,471	£22,605
Male dispersal	3,177	2,929	£153,952,930	£48,459	£52,557
Female closed	999	872	£36,823,543	£36,860	£42,225
Female local	2,032	1,922	£80,021,857	£39,381	£41,638
Female open	251	198	£5,188,921	£20,673	£26,218
Male closed YOI	6,755	6,800	£222,756,300	£32,977	£32,758
Male juvenile	1,102	1,063	£41,261,961	£37,443	£38,817
Male local	19,848	25,468	£661,198,115	£33,313	£25,962
Male open	2,844	2,544	£54,434,543	£19,140	£21,397
Male open YOI	322	227	£9,363,231	£29,078	£41,233
Semi open	1,735	1,591	£40,152,071	£23,142	£25,234
Cluster	2,330	2,517	£57,279,283	£24,583	£22,761
<b>Prison Totals:</b>	<b>66,448</b>	<b>71,838</b>	<b>£1,964,259,706</b>	<b>£29,561</b>	<b>£27,343</b>

Cost per place: (Direct resource expenditure/Certified normal accommodation)

Cost per prisoner: (Direct resource expenditure/Total average population)

1. All displayed figures are subject to rounding. Calculations are based on unrounded figures.
2. Establishments are categorised in these tables by their main role as at the end of 2007-2008 for all periods reported. Establishments that have more than one role have been placed in the category that represents the primary or dominant function of the prison. For example, HMP Moorland is designated as a category C adult establishment but includes a large young offender population. For this reason, performance of prisons within a category cannot necessarily be compared on a like for like basis. Further information on comparisons is available from NOMS Performance Management Group.
3. All figures relate to public sector prisons only. No private sector prisons are included.
4. Data relating to population, CNA, expenditure, cost per prisoner and cost per place is set out by establishment. However all other indicators are reported at the level of prison category or operational area. A subset of establishment level outturn data can be found on the Prison Service website, [www.prisonservice.gov.uk](http://www.prisonservice.gov.uk).
5. YOI refers to Young Offender Institutions.
6. Data for Elmley, Standford Hill and Swaleside, is reported under the Sheppey cluster. Similarly data for Brockhill and Hewell Grange is reported together as a cluster. Performance data for these individual prisons has been extracted from their respective prison category and included under the 'Cluster' category.
7. One establishment changed their category within 2007-2008. Cookham Wood changed from a Female closed prison to a Male juvenile prison in October 2007. Data is shown under the category Female closed.
8. HMP Kennet, a Male category C prison opened in July 2007.

## Male category B prisons (6)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Albany	532	521	£13,526,136	£25,425	£25,987
Garth	752	684	£21,192,733	£28,182	£30,965
Gartree	666	574	£16,979,987	£25,495	£29,578
Grendon	587	528	£15,209,260	£25,910	£28,824
Kingston	199	198	£6,146,317	£30,886	£31,016
Parkhurst	462	509	£15,815,812	£34,233	£31,057
<b>Totals:</b>	<b>3,198</b>	<b>3,014</b>	<b>£88,870,245</b>	<b>£27,789</b>	<b>£29,485</b>

## Male category C prisons (37)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Acklington	882	866	£17,857,015	£20,246	£20,624
Ashwell	535	537	£10,808,654	£20,203	£20,122
Blundeston	421	463	£11,688,906	£27,765	£25,241
Buckley Hall	350	380	£9,441,511	£26,976	£24,830
Bullwood Hall	180	183	£7,060,113	£39,223	£38,562
Camp Hill	523	590	£12,707,521	£24,297	£21,556
Canterbury	196	280	£7,755,168	£39,567	£27,705
Channings Wood	671	694	£16,349,599	£24,366	£23,567
Coldingley	370	388	£11,183,746	£30,226	£28,824
Dartmoor	619	632	£16,509,492	£26,671	£26,140
Edmunds Hill	367	360	£9,467,352	£25,797	£26,292
Erlestoke	425	418	£9,884,215	£23,257	£23,628
Everthorpe	606	678	£13,458,337	£22,208	£19,852
Featherstone	647	654	£14,237,272	£22,005	£21,786
Guys Marsh	520	567	£11,721,426	£22,541	£20,691
Haverigg	585	577	£14,107,586	£24,116	£24,450
Highpoint	792	804	£15,061,463	£19,017	£18,745
Kennet	131	206	£10,908,924	£83,274	£53,020
Lancaster	159	201	£7,586,424	£47,713	£37,681
Lindholme	1,007	1,028	£21,967,008	£21,814	£21,367
Littlehey	663	697	£12,784,751	£19,283	£18,334
Maidstone	558	512	£12,523,602	£22,444	£24,464
Moorland	1,000	1,016	£21,408,222	£21,408	£21,076
Mount	727	740	£16,540,258	£22,751	£22,362
Onley	640	630	£16,292,380	£25,457	£25,851
Ranby	916	1,029	£20,842,382	£22,754	£20,263
Risley	1,050	1,082	£21,136,564	£20,130	£19,527
Shepton Mallet	165	186	£5,953,899	£36,084	£31,967
Stafford	680	674	£14,357,452	£21,114	£21,294
Stocken	656	670	£15,586,435	£23,760	£23,260
Usk\Prescoed	317	398	£8,601,344	£27,134	£21,602
Verne	559	589	£11,564,828	£20,688	£19,626
Wayland	667	709	£13,891,210	£20,826	£19,597
Wealstun	885	776	£17,420,612	£19,684	£22,454
Wellingborough	636	641	£13,553,917	£21,311	£21,161
Whatton	744	781	£18,019,779	£24,220	£23,080
Wymott	1,006	1,059	£22,717,339	£22,582	£21,460
<b>Totals:</b>	<b>21,855</b>	<b>22,693</b>	<b>£512,956,706</b>	<b>£23,471</b>	<b>£22,605</b>

## Male dispersal prisons (5)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Frankland	732	725	£37,733,546	£51,549	£52,058
Full Sutton	600	590	£30,216,641	£50,361	£51,244
Long Lartin	605	424	£24,849,106	£41,073	£58,572
Wakefield	748	743	£29,870,096	£39,933	£40,225
Whitemoor	492	448	£31,283,541	£63,584	£69,842
<b>Totals:</b>	<b>3,177</b>	<b>2,929</b>	<b>£153,952,930</b>	<b>£48,459</b>	<b>£52,557</b>

## Female closed prisons (4)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Cookham Wood*	137	66	£7,860,927	£57,379	£118,358
Downview	358	344	£10,257,035	£28,651	£29,795
Foston Hall	283	253	£10,730,698	£37,918	£42,484
Send	221	209	£7,974,883	£36,085	£38,188
<b>Totals:</b>	<b>999</b>	<b>872</b>	<b>£36,823,543</b>	<b>£36,860</b>	<b>£42,225</b>

\*Includes costs relating to re-role from female to male establishments

## Female local prisons (5)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Eastwood Park	326	332	£11,798,232	£36,191	£35,537
Holloway	537	467	£25,158,207	£46,850	£53,930
Low Newton	326	281	£11,809,486	£36,225	£42,064
New Hall	393	399	£15,735,038	£40,038	£39,444
Styal	450	444	£15,520,894	£34,491	£34,983
<b>Totals:</b>	<b>2,032</b>	<b>1,922</b>	<b>£80,021,857</b>	<b>£39,381</b>	<b>£41,638</b>

## Female open prisons (2)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Askham Grange	153	103	£3,503,679	£22,900	£33,907
East Sutton Park	98	95	£1,685,242	£17,196	£17,818
<b>Totals:</b>	<b>251</b>	<b>198</b>	<b>£5,188,921</b>	<b>£20,673</b>	<b>£26,218</b>

## Male closed YOI prisons (14)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Aylesbury	437	442	£14,269,019	£32,652	£32,319
Brinsford	473	458	£16,541,974	£34,972	£36,098
Castington	400	385	£14,790,794	£36,977	£38,418
Deerbolt	513	434	£14,218,034	£27,715	£32,754
Feltham	763	600	£32,356,513	£42,407	£53,913
Glen Parva	668	806	£19,851,163	£29,717	£24,629
Hindley	559	497	£18,450,002	£33,005	£37,141
Lancaster Farms	480	501	£17,287,606	£36,016	£34,541
Northallerton	153	240	£5,744,712	£37,547	£23,911
Portland	541	544	£16,229,971	£30,000	£29,835
Reading	190	259	£9,135,143	£48,080	£35,225
Rochester	392	389	£11,251,885	£28,704	£28,950
Stoke Heath	586	630	£17,644,395	£30,110	£27,988
Swinfen Hall	600	615	£14,985,089	£24,975	£24,359
<b>Totals:</b>	<b>6,755</b>	<b>6,800</b>	<b>£222,756,300</b>	<b>£32,977</b>	<b>£32,758</b>

## Male juvenile prisons (4)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Huntercombe	360	358	£13,351,830	£37,088	£37,322
Warren Hill	222	212	£9,363,252	£42,177	£44,132
Werrington	160	142	£6,476,155	£40,476	£45,634
Wetherby	360	351	£12,070,724	£33,530	£34,373
<b>Totals:</b>	<b>1,102</b>	<b>1,063</b>	<b>£41,261,961</b>	<b>£37,443</b>	<b>£38,817</b>



## Male local prisons (32)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Bedford	324	483	£11,414,560	£35,230	£23,633
Belmarsh	799	918	£42,910,643	£53,705	£46,769
Birmingham	1,121	1,451	£31,558,293	£28,152	£21,753
Blakenhurst	827	1,064	£20,147,043	£24,362	£18,935
Bristol	420	603	£17,671,911	£42,076	£29,303
Brixton	606	802	£23,533,925	£38,835	£29,344
Bullingdon	759	960	£21,920,710	£28,881	£22,828
Cardiff	524	752	£15,844,316	£30,237	£21,079
Chelmsford	554	698	£20,201,242	£36,464	£28,938
Dorchester	146	231	£8,032,734	£55,019	£34,711
Durham	591	946	£23,070,280	£39,036	£24,400
Exeter	316	479	£13,978,989	£44,237	£29,168
Gloucester	225	288	£9,289,063	£41,285	£32,254
High Down	717	813	£22,888,897	£31,923	£28,151
Holme House	857	986	£21,018,054	£24,525	£21,315
Hull	723	1,032	£21,924,872	£30,325	£21,254
Leeds	804	1,010	£25,576,011	£31,811	£25,319
Leicester	207	348	£9,465,812	£45,729	£27,207
Lewes	462	526	£14,380,997	£31,128	£27,358
Lincoln	448	672	£15,443,069	£34,471	£22,989
Liverpool	1,170	1,362	£27,928,917	£23,871	£20,508
Manchester	959	1,229	£35,302,427	£36,812	£28,730
Norwich	535	555	£16,568,823	£30,970	£29,849
Nottingham	560	547	£15,020,488	£26,822	£27,443
Pentonville	921	1,143	£30,152,281	£32,739	£26,370
Preston	449	728	£19,059,689	£42,449	£26,181
Shrewsbury	182	326	£8,475,939	£46,571	£26,000
Swansea	248	421	£9,814,723	£39,575	£23,336
Wandsworth	1,106	1,476	£33,041,873	£29,875	£22,381
Winchester	387	546	£16,059,152	£41,497	£29,430
Woodhill	717	813	£31,002,853	£43,240	£38,150
Wormwood Scrubs	1,184	1,262	£28,499,529	£24,071	£22,590
<b>Totals:</b>	<b>19,848</b>	<b>25,468</b>	<b>£661,198,115</b>	<b>£33,313</b>	<b>£25,962</b>

## Male open prisons (6)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Ford	542	480	£8,317,316	£15,346	£17,334
Hollesley Bay	331	316	£7,135,000	£21,556	£22,573
Kirkham	590	524	£13,211,374	£22,392	£25,229
Leyhill	512	411	£10,854,610	£21,200	£26,432
North Sea Camp	306	278	£6,165,873	£20,150	£22,219
Sudbury	563	536	£8,750,370	£15,542	£16,315
<b>Totals:</b>	<b>2,844</b>	<b>2,544</b>	<b>£54,434,543</b>	<b>£19,140</b>	<b>£21,397</b>

## Male open YOI prisons (1)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Thorn Cross	322	227	£9,363,231	£29,078	£41,233
<b>Totals:</b>	<b>322</b>	<b>227</b>	<b>£9,363,231</b>	<b>£29,078</b>	<b>£41,233</b>

## Semi open prisons (7)

Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Blantyre House	122	119	£3,122,291	£25,593	£26,238
Dover	316	307	£7,534,810	£23,844	£24,550
Drake Hall	315	281	£8,146,405	£25,862	£29,025
Haslar	160	124	£3,687,687	£23,048	£29,719
Kirkclevington	223	222	£4,760,283	£21,347	£21,403
Latchmere House	207	200	£4,336,427	£20,949	£21,709
Morton Hall	392	338	£8,564,168	£21,847	£25,313
<b>Totals:</b>	<b>1,735</b>	<b>1,591</b>	<b>£40,152,071</b>	<b>£23,142</b>	<b>£25,234</b>

## Cluster (2)

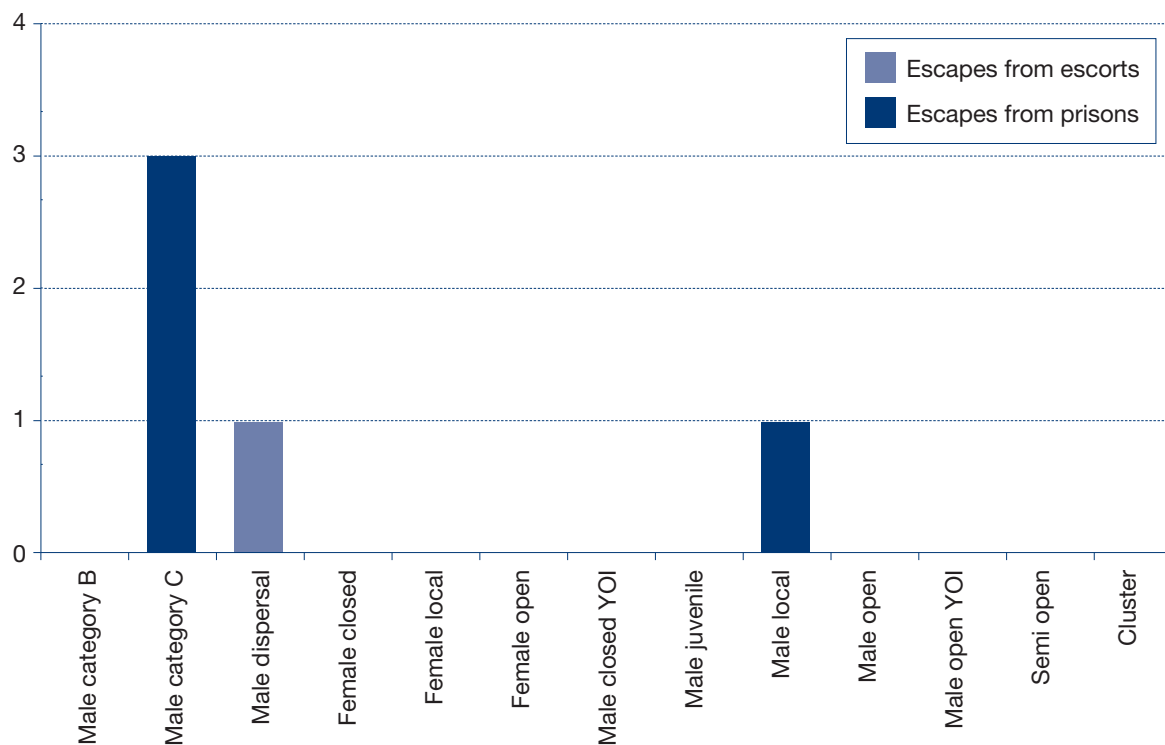
Establishment name	Certified normal accommodation	Average population	Direct resource expenditure	Cost per place	Cost per prisoner
Brockhill/ Hewell Grange	357	339	£10,533,476	£29,506	£31,095
Sheppey	1,973	2,178	£46,745,807	£23,693	£21,465
<b>Totals:</b>	<b>2,330</b>	<b>2,517</b>	<b>£57,279,283</b>	<b>£24,583</b>	<b>£22,761</b>

# Key Performance Indicators by function and operational area

## Escapes

Function name	Escapes from escorts	Escapes from prisons	Escapes total
Male category B	0	0	0
Male category C	0	3	3
Male dispersal	1	0	1
Female closed	0	0	0
Female local	0	0	0
Female open	0	0	0
Male closed YOI	0	0	0
Male juvenile	0	0	0
Male local	0	1	1
Male open	0	0	0
Male open YOI	0	0	0
Semi open	0	0	0
Cluster	0	0	0
<b>Totals:</b>	<b>1</b>	<b>4</b>	<b>5</b>

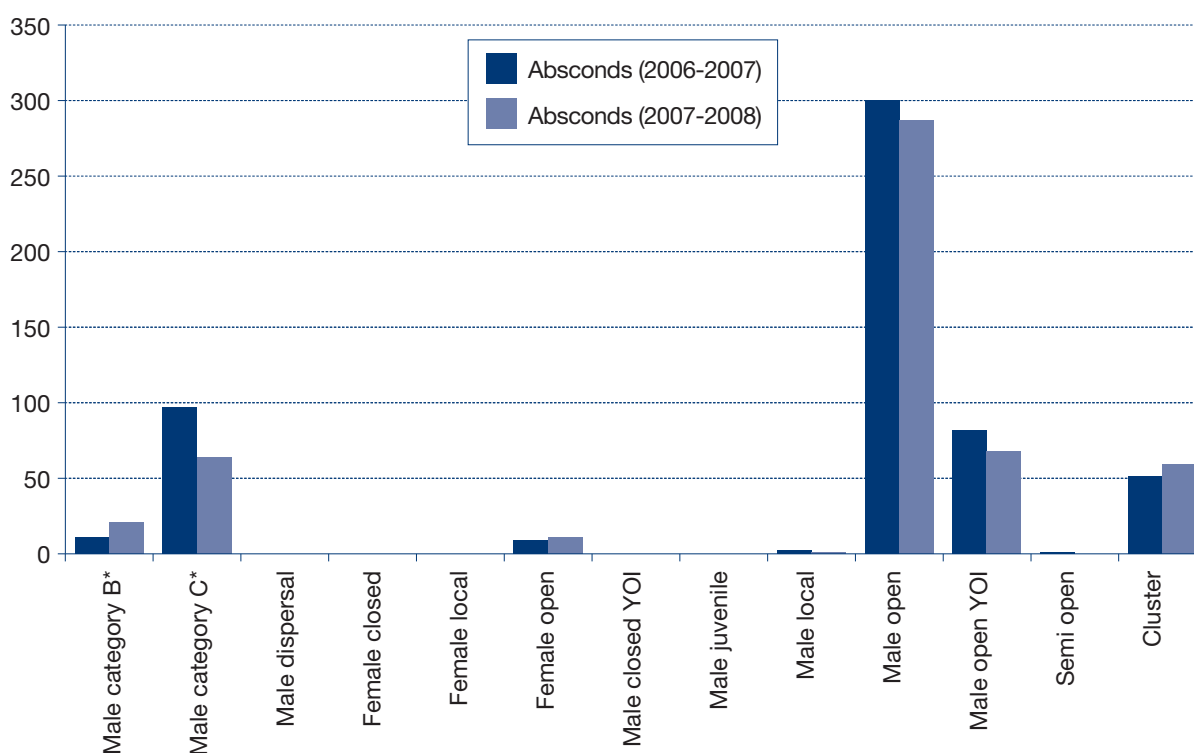
### Total number of escapes by prison function



## Absconds

Function name	Absconds (2006-2007)	Absconds (2007-2008)
Male category B*	11	21
Male category C*	97	64
Male dispersal	0	0
Female closed	0	0
Female local	0	0
Female open	9	11
Male closed YOI	0	0
Male juvenile	0	0
Male local	2	1
Male open	300	287
Male open YOI	82	68
Semi open	1	0
Cluster	51	59
<b>Totals:</b>	<b>553</b>	<b>511</b>

### Total number of absconds by prison function



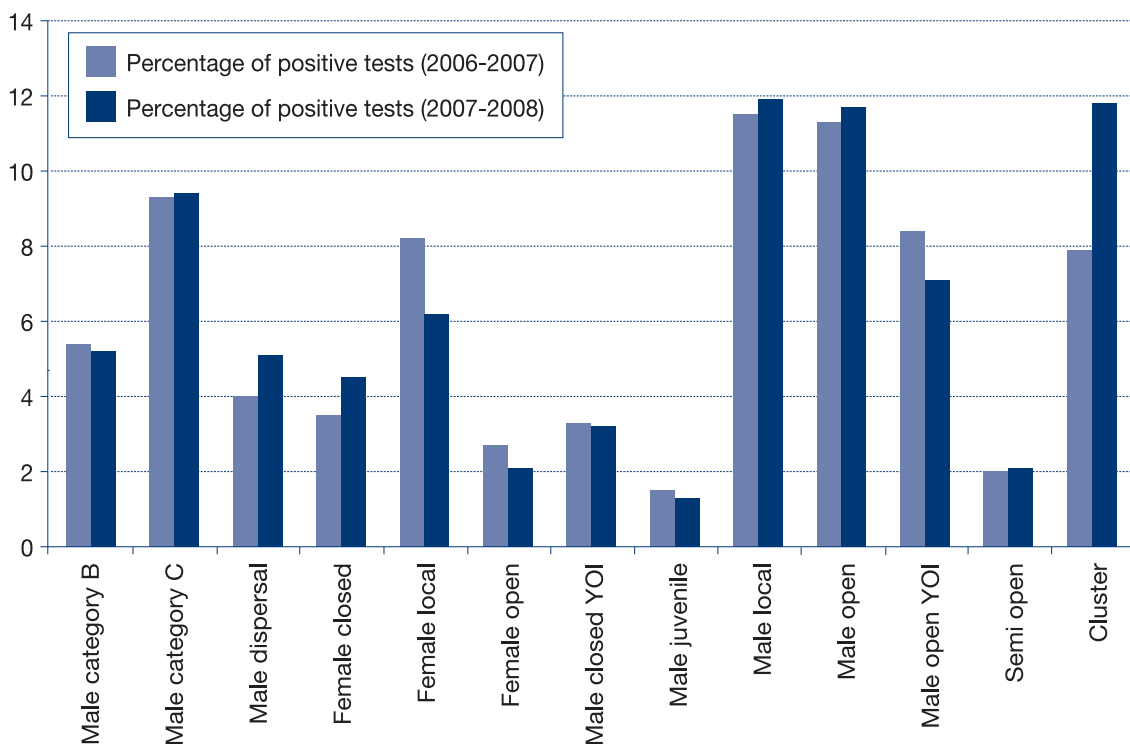
\*Function groups Male Category B and C include open sites in which absconds were recorded.

# Mandatory Drug Testing (MDT)

## MDT figures 2007-2008

Function name	No. of mandatory drug tests	No. of positive results	Percentage of positive tests
Male category B	1,999	103	5.2%
Male category C	15,504	1,463	9.4%
Male dispersal	1,770	90	5.1%
Female closed	993	45	4.5%
Female local	1,875	117	6.2%
Female open	238	5	2.1%
Male closed YOI	5,026	161	3.2%
Male juvenile	1,216	16	1.3%
Male local	17,231	2,056	11.9%
Male open	2,337	273	11.7%
Male open YOI	282	20	7.1%
Semi open	1,395	29	2.1%
Cluster	1,757	208	11.8%
<b>Totals:</b>	<b>51,623</b>	<b>4,586</b>	<b>8.9%</b>

## Rate of positive mandatory drug testing compared with last year by prison function



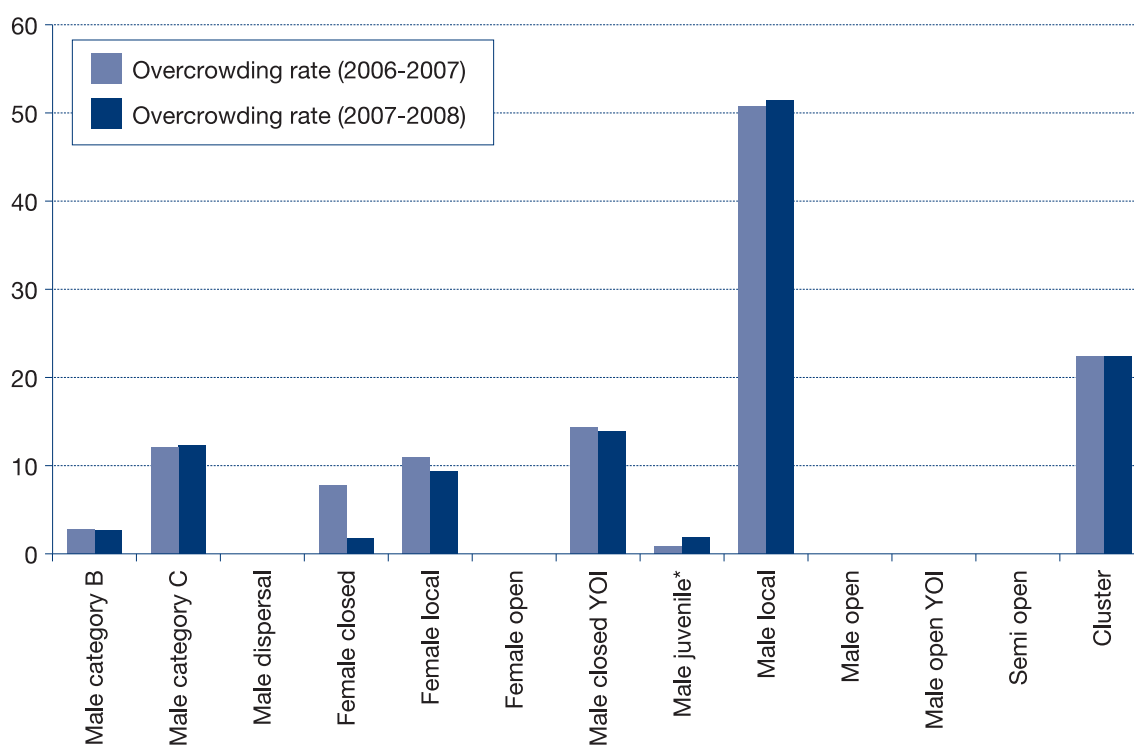
## Overcrowding

Function name	Overcrowding target	Overcrowding rate
Male category B	2.7	2.7
Male category C	14.9	12.3
Male dispersal	0.0	0.0
Female closed	2.9	1.8
Female local	14.2	9.4
Female open	0.0	0.0
Male closed YOI	16.7	13.9
Male juvenile**	4.2	1.9
Male local	53.7	51.4
Male open	0.1	0.0
Male open YOI	0.0	0.0
Semi open	0.0	0.0
Cluster	22.7	22.4
<b>National Totals:</b>	<b>24.0*</b>	<b>24.6</b>

\*Prison Service National target (Local targets do not aggregate to the Prison Service National Target)

\*\*Relates to temporary target at Wetherby agreed with Youth Justice Board

### Percentage of overcrowding compared with last year by prison function

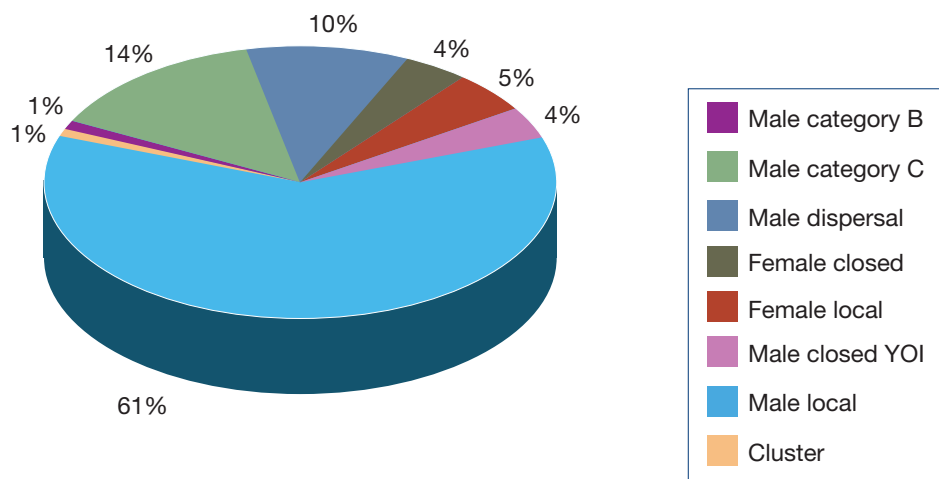


## Self-inflicted deaths

Function name	Self-inflicted deaths
Male category B	1
Male category C	12
Male dispersal	8
Female closed	3
Female local	4
Female open	0
Male closed YOI	3
Male juvenile	0
Male local	51
Male open	0
Male open YOI	0
Semi open	0
Cluster	1
<b>Totals:</b>	<b>83*</b>

\*Does not include any self-inflicted deaths reported during contractor escort

### Percentage breakdown of self-inflicted deaths by prison function

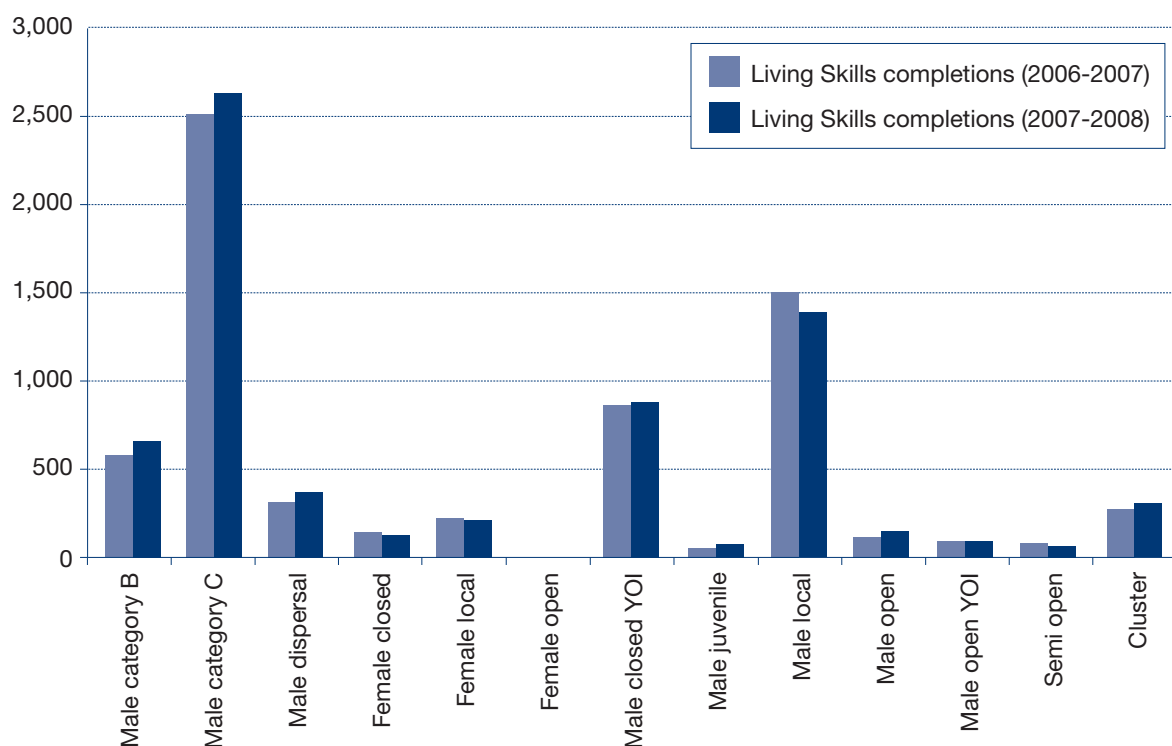


## Offending Behaviour Programmes (OBP)

Function name	Annual target	Living Skills completions*	Percentage of target
Male category B	561	662	118%
Male category C	2,352	2,636	112%
Male dispersal	301	369	123%
Female closed	112	125	112%
Female local	158	211	134%
Female open	0	0	-
Male closed YOI	811	879	108%
Male juvenile	68	74	109%
Male local	1,331	1,390	104%
Male open	125	149	119%
Male open YOI	90	92	102%
Semi open	70	67	96%
Cluster	283	306	108%
<b>National Totals:</b>	<b>6,360*</b>	<b>6,960</b>	<b>109%</b>

\*Prison Service National Target (Local targets do not aggregate to the Prison Service National Target)

### Number of Living Skills completions compared with last year by prison function



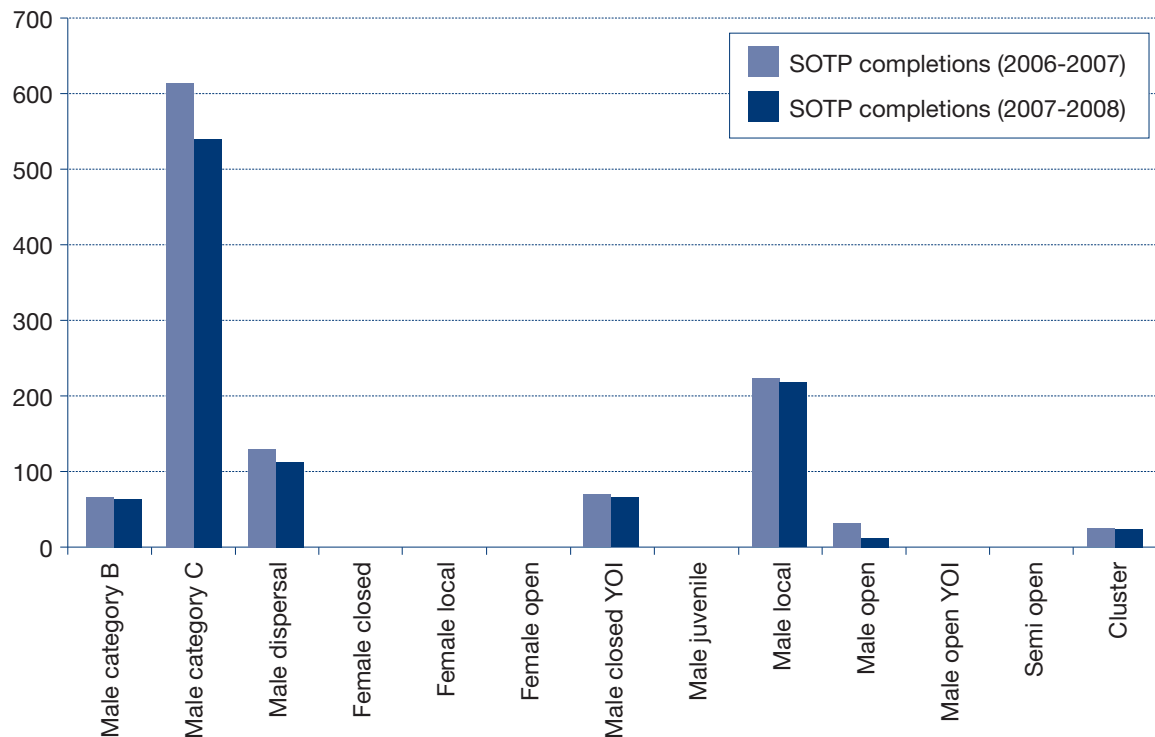


## Sex Offender Treatment Programmes (SOTP)

Function name	Annual target	SOTP completions	Percentage of target
Male category B	64	64	100%
Male category C	604	540	89%
Male dispersal	109	113	104%
Female closed	0	0	-
Female local	0	0	-
Female open	0	0	-
Male closed YOI	59	66	112%
Male juvenile	0	0	-
Male local	225	218	97%
Male open	22	12	55%
Male open YOI	0	0	-
Semi open	0	0	-
Cluster	24	24	100%
<b>National Totals:</b>	<b>1,035*</b>	<b>1,037</b>	<b>100.2%</b>

\*Prison Service National Target (Local targets do not aggregate to the Prison Service National Target)

### Number of sex offender treatment programme completions compared with last year by prison function

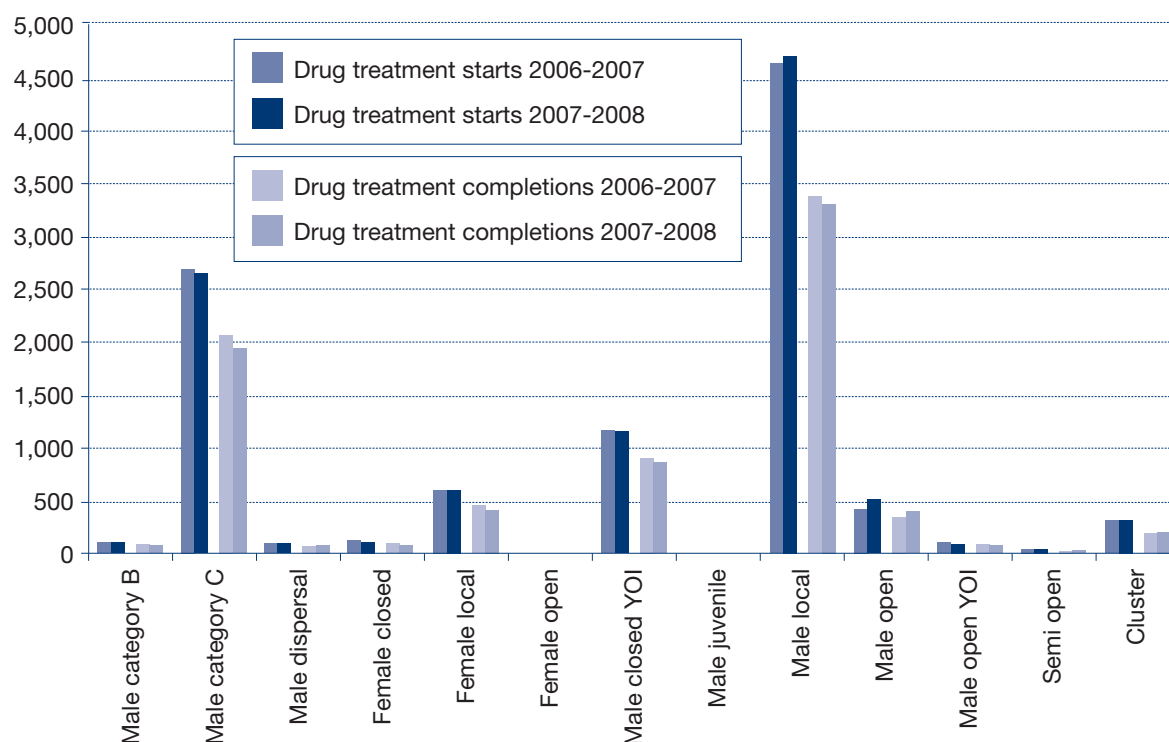


## Drug treatment programmes

Function name	Drug treatment starts target	Drug treatment starts	Drug treatment completions target	Drug treatment completions
Male category B	100	101	65	73
Male category C	2,804	2,646	1,793	1,934
Male dispersal	90	93	70	72
Female closed	110	105	68	72
Female local	600	600	390	408
Female open	0	0	0	0
Male closed YOI	1,160	1,150	755	858
Male juvenile	0	0	0	0
Male local	4,812	4,700	3,119	3,300
Male open	516	509	335	395
Male open YOI	100	88	65	74
Semi open	40	40	24	25
Cluster	316	316	200	201
<b>National Totals:</b>	<b>10,648</b>	<b>10,348</b>	<b>6,595*</b>	<b>7,412</b>

\*Prison Service National Target (Local targets do not aggregate to the Prison Service National Target)

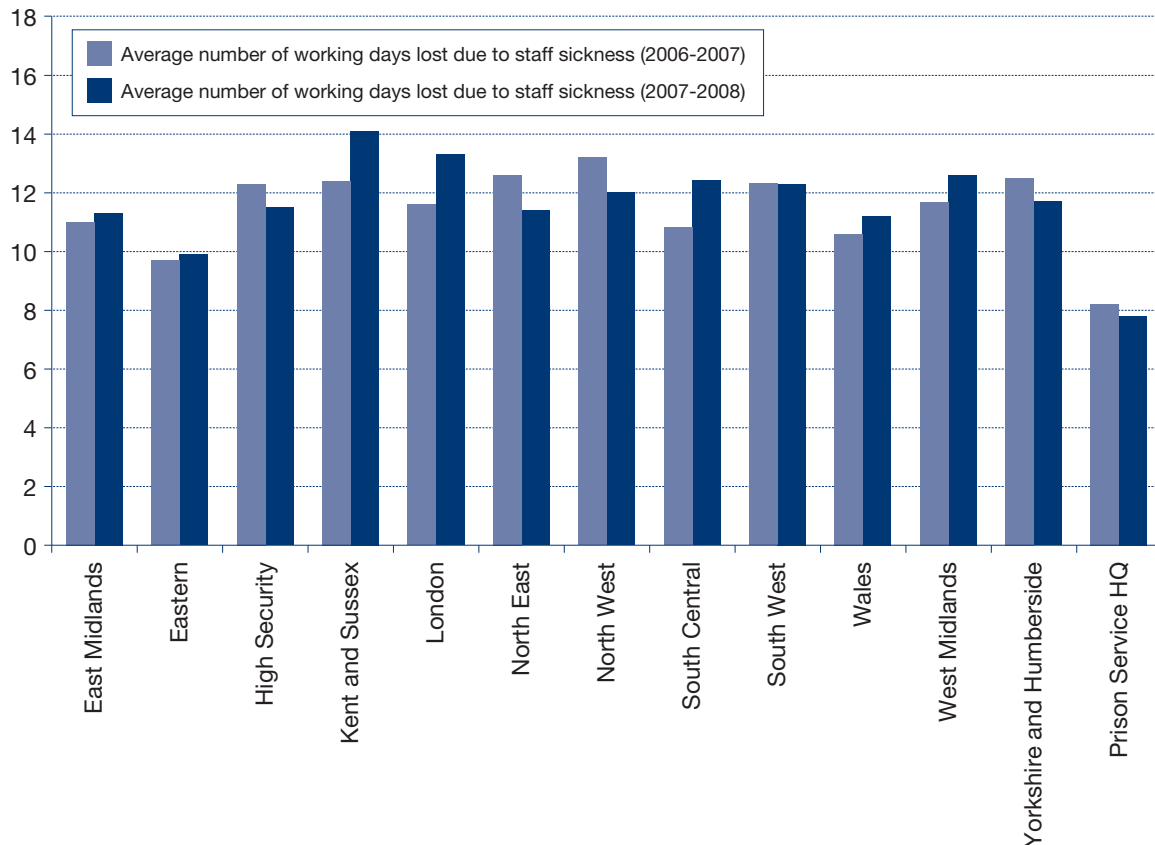
### Drug treatment starts and completions compared with last year by prison function



## Staff sickness

Operational area	Total sick days (annual)	No. of staff in post (monthly average)	Average number of working days lost due to staff sickness
East Midlands	60,621	5,348	11.3
Eastern	35,849	3,607	9.9
High Security	74,148	6,469	11.5
Kent and Sussex	43,252	3,076	14.1
London	48,596	3,657	13.3
North East	30,620	2,694	11.4
North West	64,441	5,389	12.0
South Central	54,462	4,409	12.4
South West	46,759	3,794	12.3
Wales	10,783	963	11.2
West Midlands	51,753	4,114	12.6
Yorkshire and Humberside	46,109	3,955	11.7
Prison Service HQ	23,544	3,030	7.8
<b>Totals:</b>	<b>590,937</b>	<b>50,504</b>	<b>11.7</b>

### Average number of working days lost due to staff sickness compared with last year by operational area

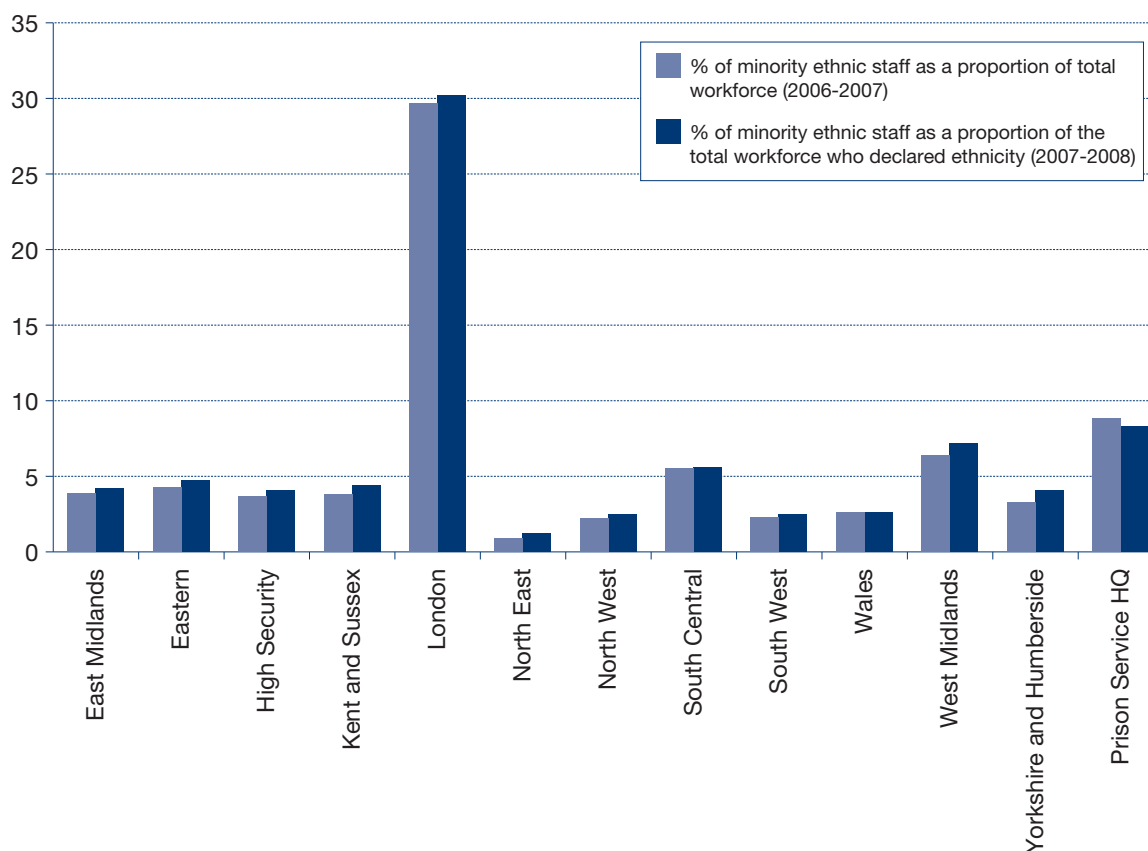


## Minority ethnic staff

Operational Area	Annual target	No. of minority ethnic staff (end of Mar 08)	Total workforce who declared their ethnicity (end of Mar 08)	% of minority ethnic staff as a proportion of the workforce who declared ethnicity (end of Mar 08)
East Midlands	4.2	217	5,145	4.2%
Eastern	4.1	163	3,481	4.7%
High Security	4.3	256	6,313	4.1%
Kent and Sussex	3.8	127	2,856	4.4%
London	28.9	1,052	3,482	30.2%
North East	1.0	31	2,595	1.2%
North West	2.2	125	5,076	2.5%
South Central	5.5	237	4,253	5.6%
South West	2.4	90	3,608	2.5%
Wales	3.0	23	900	2.6%
West Midlands	6.1	267	3,693	7.2%
Yorkshire and Humberside	3.4	150	3,697	4.1%
Prison Service HQ	N/A	242	2,930	8.3%
<b>National Totals:</b>	<b>6.3*</b>	<b>2,980</b>	<b>48,029</b>	<b>6.2%</b>

\*Prison Service National Target (Local targets do not aggregate to the Prison Service National Target)

### Percentage of minority ethnic staff compared with last year by operational area



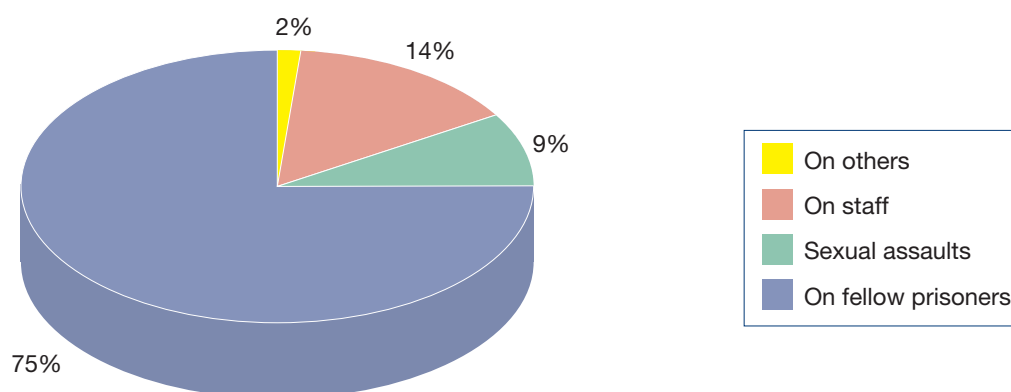
## Serious assaults

Function name	Serious assaults					Total assaults rate target	Total assaults rate
	On fellow prisoners	On others	On staff	Sexual assaults	Total		
Male category B	14	1	3	1	19	1.40%	0.63%
Male category C	268	3	33	23	327	1.43%	1.44%
Male dispersal	52	0	10	7	69	1.52%	2.36%
Female closed	3	0	1	1	5	0.79%	0.57%
Female local	11	3	6	9	29	1.87%	1.51%
Female open	0	0	0	0	0	0.51%	0.00%
Male closed YOI	201	4	48	17	270	3.39%	3.97%
Male juvenile	38	1	4	3	46	2.93%	4.33%
Male local	271	11	51	48	381	1.94%	1.50%
Male open	1	1	0	0	2	0.45%	0.08%
Male open YOI	3	0	0	0	3	3.01%	1.32%
Semi open	3	0	1	0	4	0.95%	0.25%
Cluster	35	0	7	1	43	1.77%	1.71%
<b>National Totals:*</b>	<b>900</b>	<b>24</b>	<b>164</b>	<b>110</b>	<b>1,198</b>	<b>1.81%**</b>	<b>1.67%</b>

\*Does not include serious assaults under contractor escort

\*\*Prison Service National Target (Local targets do not aggregate to the Prison Service National Target)

### Percentage breakdown of total serious assaults by assault type

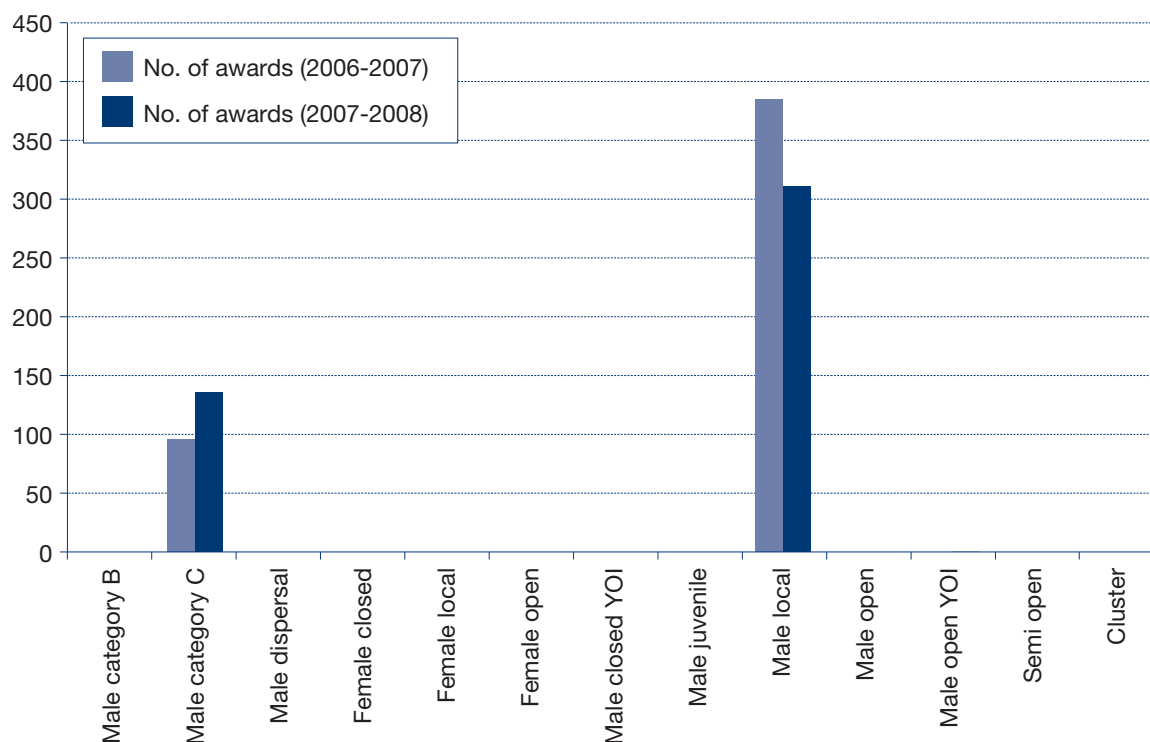


## Basic skills awards (Wales only): Entry level basic skills

Function name	Annual target	No. of awards	Percentage of target
Male category B	0	0	-
Male category C	42	136	324%
Male dispersal	0	0	-
Female closed	0	0	-
Female local	0	0	-
Female open	0	0	-
Male closed YOI	0	0	-
Male juvenile	0	0	-
Male local	300	311	104%
Male open	0	0	-
Male open YOI	0	0	-
Semi open	0	0	-
Cluster	0	0	-
<b>Totals</b>	<b>342</b>	<b>447</b>	<b>131%</b>

Note: The service ceased reporting on this measure for English regions mid-way through 2006-2007 when control of education (except in Wales) transferred to the Learning and Skills Council.

### Entry level – number of basic skills awards compared with last year by prison function

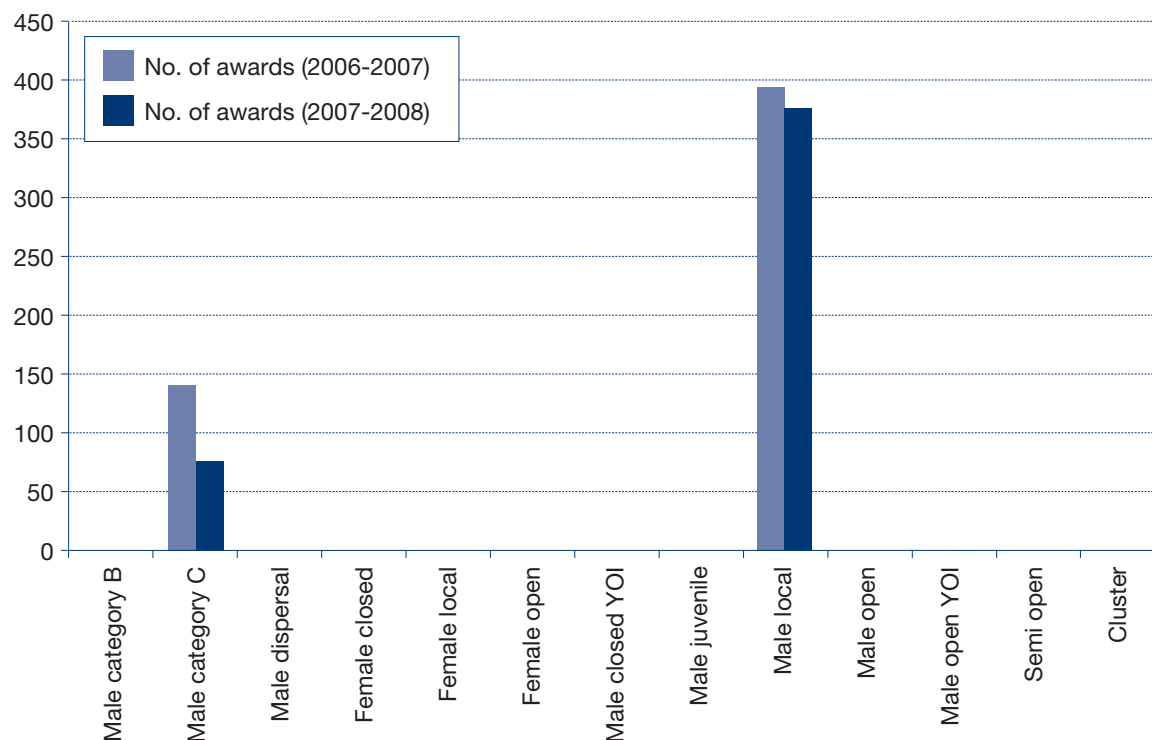


## Basic skills awards (Wales only): Level 1 basic skills

Function name	Annual target	No. of awards	Percentage of target
Male category B	0	0	-
Male category C	75	76	101%
Male dispersal	0	0	-
Female closed	0	0	-
Female local	0	0	-
Female open	0	0	-
Male closed YOI	0	0	-
Male juvenile	0	0	-
Male local	370	376	102%
Male open	0	0	-
Male open YOI	0	0	-
Semi open	0	0	-
Cluster	0	0	-
<b>Totals</b>	<b>445</b>	<b>452</b>	<b>102%</b>

Note: The service ceased reporting on this measure for English regions mid-way through 2006-2007 when control of education (except in Wales) transferred to the Learning and Skills Council.

### Level 1 – number of basic skills awards compared with last year by prison function

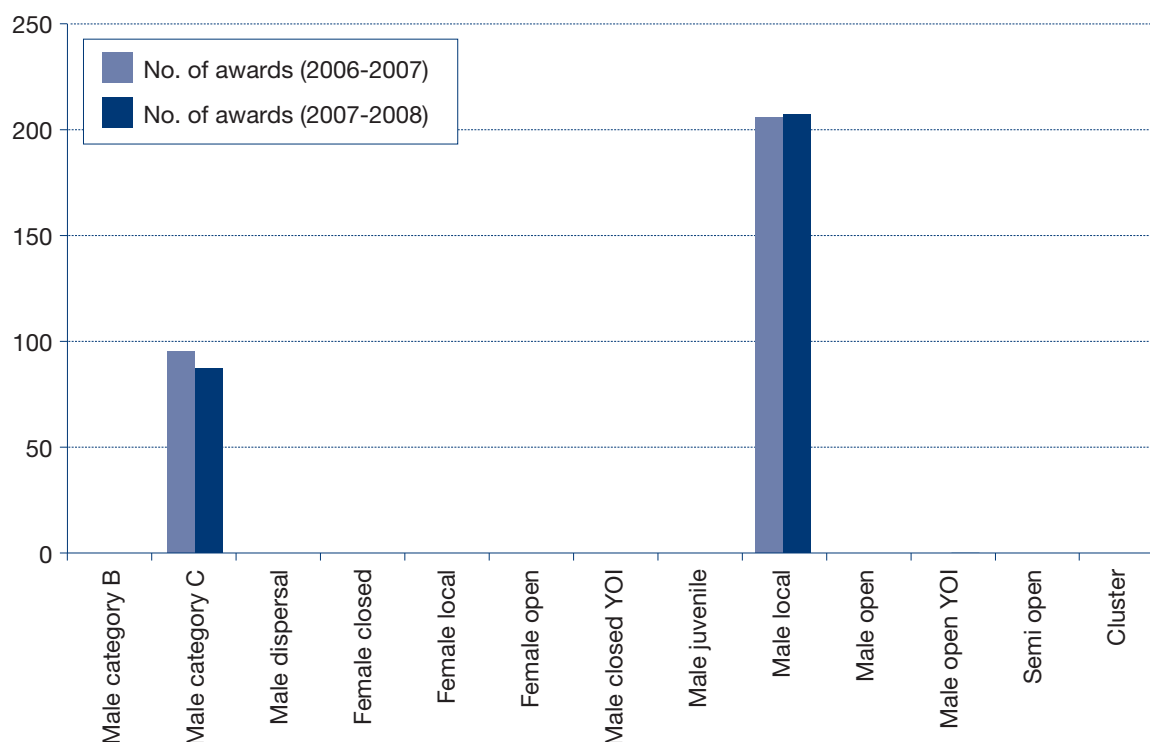


## Basic skills awards (Wales only): Level 2 basic skills

Function name	Annual target	No. of awards	Percentage of target
Male category B	0	0	-
Male category C	85	87	102%
Male dispersal	0	0	-
Female closed	0	0	-
Female local	0	0	-
Female open	0	0	-
Male closed YOI	0	0	-
Male juvenile	0	0	-
Male local	195	207	106%
Male open	0	0	-
Male open YOI	0	0	-
Semi open	0	0	-
Cluster	0	0	-
<b>Totals</b>	<b>280</b>	<b>294</b>	<b>105%</b>

Note: The service ceased reporting on this measure for English regions mid-way through 2006-2007 when control of education (except in Wales) transferred to the Learning and Skills Council.

### Level 2 – number of basic skills awards compared with last year by prison function

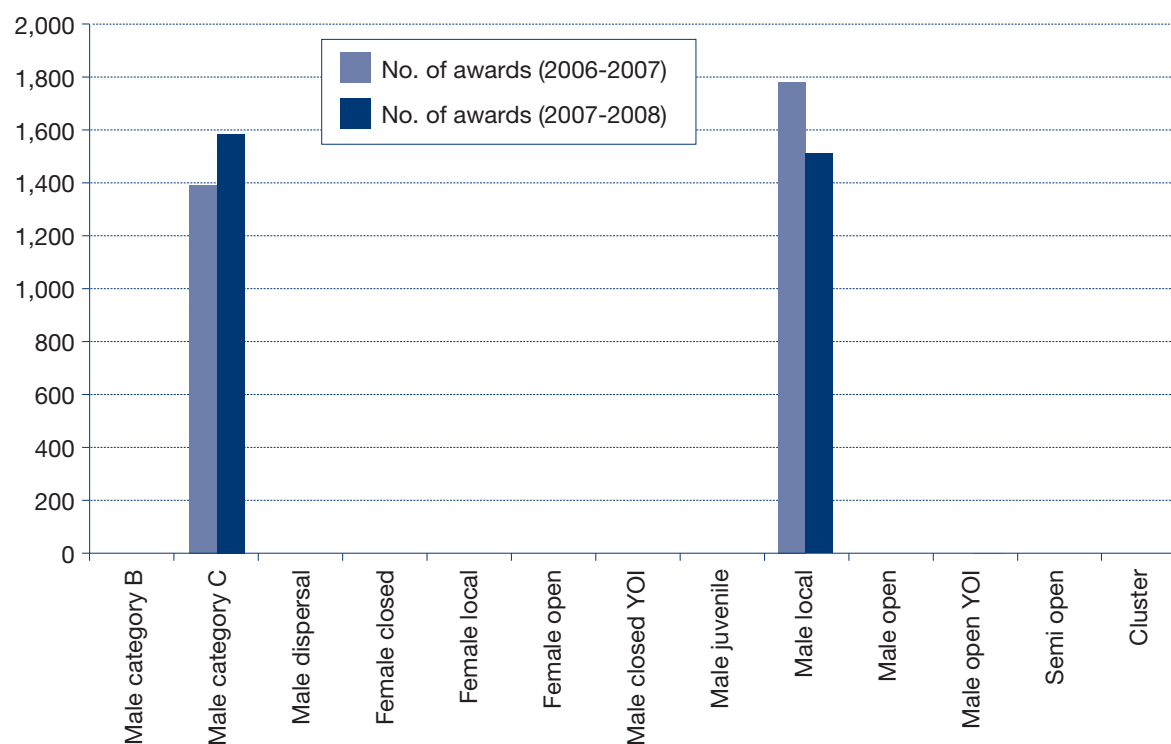




## Basic skills awards: Key work skills

Function name	Annual target	No. of awards	Percentage of target
Male category B	0	0	-
Male category C	1,000	1,584	158%
Male dispersal	0	0	-
Female closed	0	0	-
Female local	0	0	-
Female open	0	0	-
Male closed YOI	0	0	-
Male juvenile	0	0	-
Male local	1,100	1,512	137%
Male open	0	0	-
Male open YOI	0	0	-
Semi open	0	0	-
Cluster	0	0	-
<b>Totals</b>	<b>2,100</b>	<b>3,096</b>	<b>147%</b>

### Work skills – number of awards compared with last year by prison function

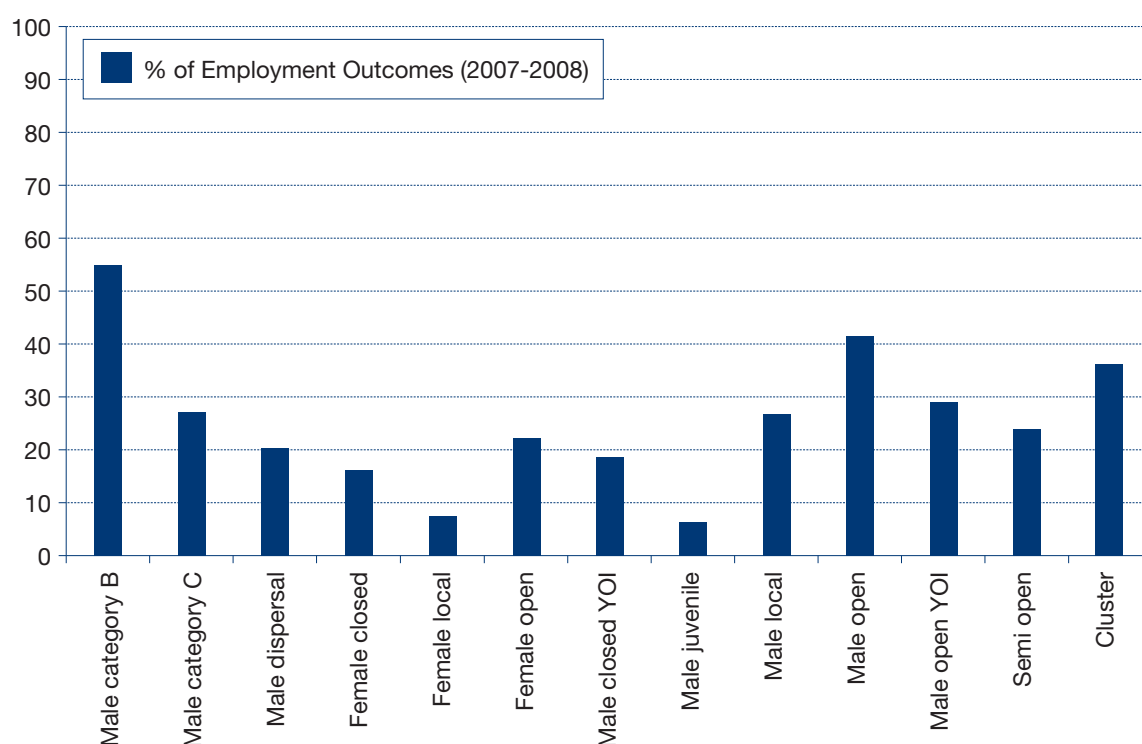


## Resettlement (% of employment outcomes)

Function name	Annual target	% Employment Outcomes	Percentage of target
Male category B	54.9	56.3	102%
Male category C	27.1	30.1	111%
Male dispersal	20.4	14.6	71%
Female closed	16.1	21.3	132%
Female local	7.4	8.7	117%
Female open	22.2	33.5	151%
Male closed YOI	18.6	21.8	117%
Male juvenile	6.3	5.7	92%
Male local	26.8	26.8	100%
Male open	41.4	43.1	104%
Male open YOI	29.0	36.6	126%
Semi open	23.9	30.7	128%
Cluster	36.2	37.1	102%
<b>National Totals:</b>	<b>25.0*</b>	<b>27.3</b>	<b>109%</b>

\*Prison Service National Target (Local targets do not aggregate to the Prison Service National Target)

## Percentage of prisoners with employment upon release by prison function



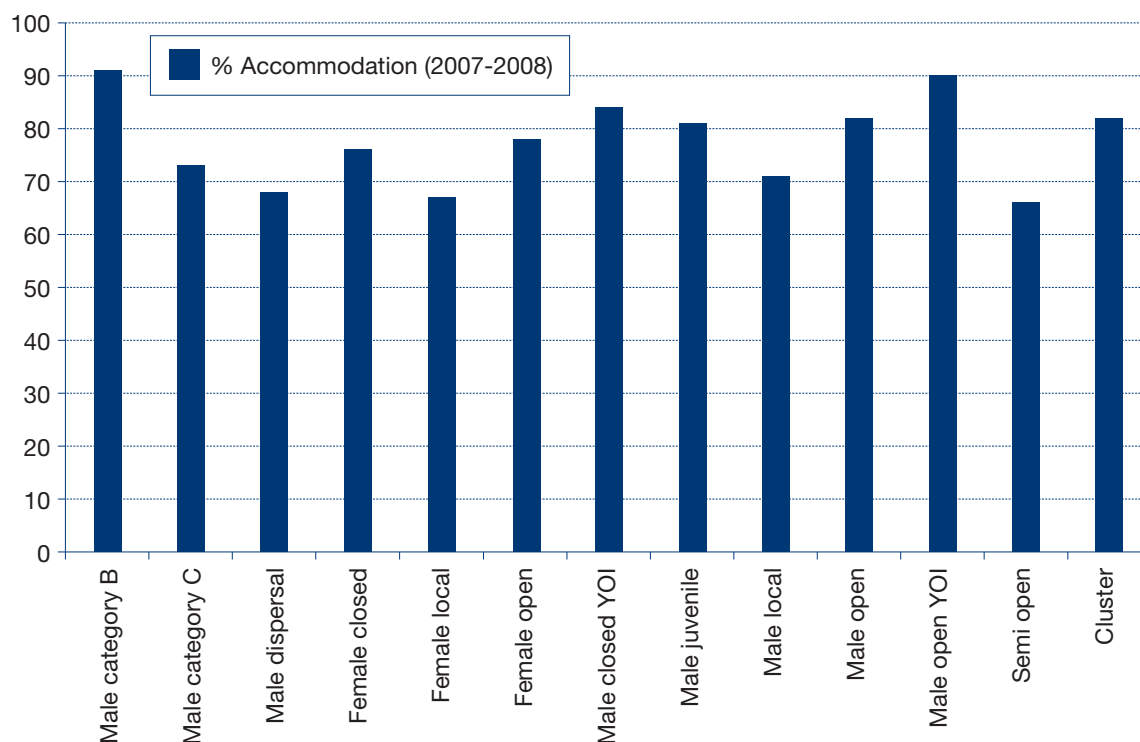
Definitions for resettlement targets changed for 2007-2008 therefore there is no trend for previous years.

## Accommodation

Function name	Annual target	% settled accommodation outcomes	Percentage of target
Male category B	91.0	94.6	104%
Male category C	73.2	86.1	118%
Male dispersal	68.0	87.4	129%
Female closed	76.4	86.1	113%
Female local	67.1	75.4	112%
Female open	78.2	94.6	121%
Male closed YOI	84.1	91.5	109%
Male juvenile	81.4	92.5	114%
Male local	70.6	82.1	116%
Male open	81.6	92.3	113%
Male open YOI	90.1	93.8	104%
Semi open	66.2	78.1	118%
Cluster	82.5	96.4	117%
<b>National Totals:</b>	<b>74.0*</b>	<b>85.4</b>	<b>115%</b>

\*Prison Service National Target (Local targets do not aggregate to the Prison Service National Target)

### Percentage of prisoners with settled accommodation upon release by prison function



Definitions for resettlement targets changed for 2007-2008 therefore there is no trend for previous years.

## Appendix 6

## Appendix 7

### The Organisation of HM Prison Service

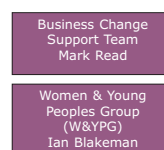
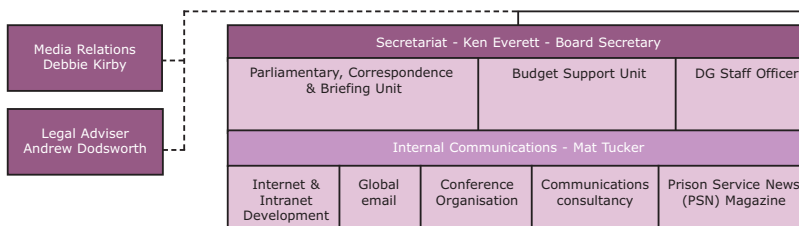
### Prison Service Areas and Establishment Map





HMP Nottingham

2008



Security Group Digby Griffith
Security Policy Unit
Extremism Unit
Police Advisers Section
National Operations Unit
National Intelligence Unit
Professional Standards Unit
Secretariat

Strategy Delivery Unit Pam Wilson
High Security Prisons Group Linda Wight
Finance
Reducing Reoffending Unit
Operations
Human Resources
Decency, Diversity & Safer Custody
Business Unit
Estates

Information & Communications Technology Group Philip French
Provision of Information Systems & Telephony Services
Securing an Adequate ICT Infrastructure
ICT Strategy & Architecture
ICT Project Portfolio Management
Information Management Strategy
ICT Service Level Management Information

Financial Control & Accountancy Ted Kirby
Financial Policy & Finance Training
Accounts Production
Taxation - Direct VAT: Policy & Advice

Shared Services Steve Hodgson
Operation of Prison Service Shared Services:
- Finance Services
- Purchase to Pay
- HR Services
- Customer Contact Services

Audit & Corporate Assurance Joyce Drummond-Hill
Systems Audit
Fraud Investigations
Establishment / HQ Group Internal Audits
Systems Development Audit
Corporate Risk Management Framework
Audit of Operating Standards
Audit of National Security Framework (NSF)
Measuring the Quality of Prison Life (MQPL) Reviews
Audit of Special Hospitals (Under SLA)
Audit of Contracted Out Prisons (Under SLA)

Strategy & Performance Group Steve Gillespie
Performance Improvement, Monitoring & Analysis
Corporate Strategy & Business Planning
Corporate Change & Standards
Resource Planning, Activity Based Costing & Benchmarking
Management Information
VFM Strategy & Development

Programme Management Services Group Peter Musset
Programme Management Support for HMPS Change Programmes
- Phoenix
- Organisational Effectiveness
- Information & Communications Technology
Business Case & Benefits Management
Programme Planning & Product Management
Risk & Issues Management
Quality Assurance
Programme Training
Communications & Stakeholder Management
Phoenix Business Change

Corporate Support Unit Simon Sparrow
Directorate Personnel
Directorate Finance
Directorate Professional Development

Procurement Group Vincent Godfrey
Procurement Strategy
Procurement of Major Projects & Initiatives
Procurement of Suppliers, Services & Works
Systems Development
Policy, Procedures, Processes & Toolkits
Inventory Management Support
Transport
Fleet Engineering Services
Branston National Distribution Centre
Disposals & Waste Management

West Midlands Sue McAllister
Birmingham
Blakenhurst
Brinsford
Brockhill / Hewell Grange
Drake Hall (F)
Featherstone
Shrewsbury
Stafford
Stoke Heath
Swinfen Hall
Werrington (J)

South West Alan Scott
Bristol
Channings Wood
Dartmoor
Dorchester
Eastwood Park (F)
Erlestoke
Exeter
Gloucester
Guys Marsh
Leyhill
Portland
Shepton Mallet
The Verne

North East Phil Cople
Acklington
Castington
Deerbolt
Durham
Holme House
Kirklevington
Low Newton (F)

Kent & Sussex Paul Carroll
Blantyre House
Canterbury
Cookham Wood (J)
East Sutton Park (F)
Dover (IRC)
Elmley
Ford
Leaves
Maidstone
Rochester
Standford Hill
Swaleside

Yorkshire and Humberside Tony Hassall
Askham Grange (F)
Everthorpe
Hull
Leeds
Lindholme
Moorland
New Hall (F)
Northallerton
Wealstun
Wetherby (J)

London Nick Pascoe
Brixton
Feltham
Holloway (F)
Pentonville
Wandsworth
Wormwood Scrubs / Latchmere House

Eastern Adrian Smith
Bedford
Blundeston
Bullwood Hall
Chelmsford
Edmunds Hill
Highpoint
Hollesley Bay
Littlehey
The Mount
Norwich
Wayland
Warren Hill (J)

North West Ian Lockwood
Buckley Hall
Garth
Haverigg
Hindley
Kennet
Kirkham
Lancaster Castle
Lancaster Farms
Liverpool
Preston
Risley
Styal (F)
Thorn Cross
Wymott

Wales Geoff Hughes
Cardiff
Swansea
Usk/Prescoed

# The Organisation of HM Prison Service

**Director General  
Phil Wheatley**

## Race Equality Adviser & Race Equality Action Group (REAG) Beverley Thompson

Race Equality Action Plan - inc Mubarek & CRE Findings	Policy & Performance Team, Race Equality Scheme, PSO 2800, Complaints & Racist Incidents, KPT Review	Service Delivery & Implementation	Community Engagement Interventions
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## Briefing & Casework Unit - Steve Gorman

Operational Briefing for Ministers	Prisoner Casework	Operational Litigation Unit	Responses to HMCP Reports, IMB Reports	Ombudsman Cases
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**HR Director  
Robin Wilkinson**



**Director of Operational Policy  
Ian Poree**



**Director of Offender Health  
Richard Bradshaw**

Head of Performance & Delivery  
Daniella Sinagoga

Financial Support Section  
Christine Dickinson

East Midlands Danny McAllister
Ashwell
Foston Hall (F)
Gartree
Glen Parva
Leicester
Lincoln
Morton Hall (F)
North Sea Camp
Nottingham
Onley
Ranby
Stocken
Sudbury
Wellingborough
Whetton

South Central Colin McConnell
Albany
Aylesbury
Bullingdon
Camp Hill
Coldingley
Downview (F)
Grendon / Spring Hill
Haslar (IRC)
High Down
Huntercombe (J)
Kingston
Parkhurst
Reading
Send (F)
Winchester

Deputy Director HR Policy & Reward Ian Gray
Employee Relations
Staff Diversity & Equality
Reward Policy
Strategic HR Policy
Health & Safety
Occupational Health
Legacy casework

Deputy Director Learning & Development Stacey Tasker
Policy & Professional Practice
Curriculum Development
Quality Assurance
Custodial Care NVQ
Professionalising the Prison Service Project
Technical Support Unit

Workforce Modernisation Programme  
Andrew Cross

Staff Officer David O'Neill
Deputy Director Organisational Development Simon Constance (Interim)
Resourcing
Organisational Development
People Strategy
HR Operating Model
- Leadership
- Talent Management
- Succession Planning

Head of HR Strategy Planning & Communications Lisa Appleyard
Directorate Business Management
HR Communications
Directorate Finance & Compliance

Safer Custody Group Nigel Hancock
Suicide prevention
Self-harm reduction
Violence reduction
Deaths & near deaths in custody investigations, learning & cross-custodial working
Corporate manslaughter
Casework, incident data, research & operational support

Chaplaincy William Noblett
Religion & Spirituality for prisoners
Chaplaincy Council
Professional oversight of chaplains
Engagement with faith based groups/volunteers
Faith based interventions
Radicalisation

Offender Policy & Rights Unit Pat Baskerville
Prisoner Communications
Foreign Nationals & repatriation
Adjudications
Reception & Induction
Complaints & IEP
Prisoners' finance
Older & disabled prisoners

Operational Policy Unit Tony Watson
Policy-operations interface
Coordination of policy development
Prison Service Orders & Instructions

Interventions Unit Lori Chilton
Offending Behaviour Programmes
Drug Treatment Programmes
CARAT Services
VDT
Approved Interventions

Regime Services Simon Boddie
Prison industries
Catering
Learning & skills
Physical Education
Land-Based Activities
Prison Shops
PICTA

Mental Health Anne Richardson
Children & Young People Caroline Twitchett
Womens Health Policy Steve Tyman
Bradley Review Susannah Nisbett
Primary & Social Care Mark Freeman
Older Prisoners
Learning Disabilities
Social Care
Commissioning Policy

Strategy, Policy & Operational Support Deputy Director of Offender Health Debbie Parkin
Training & Workforce
Capacity
Performance Management
Operational Policy
HMPS Clinical IT

Finance & Business Policy Matthew Lees
Communications & Parliamentary
Business Management

Public Health Policy Mary Piper
Public Health
Substance Misuse

**North East**  
**Phil Copple**

1

Acklington  
 Castington (YOI/J)  
 Deerbolt (YOI)  
 Durham  
 Holme House  
 Kirklevington  
 Low Newton (F/YOI)

**Wales**  
**Geoff Hughes**

4

Cardiff (YOI)  
 Swansea (YOI)  
 Usk / Prescoed (YOI)

**London**  
**Nick Pascoe**

10

Brixton  
 Feltham (YOI/J)  
 Holloway (F)  
 Latchmere House  
 Pentonville  
 Wandsworth  
 Wormwood Scrubs

**High Security**  
**Steve**  
**Wagstaffe**

Belmarsh (10)  
 Frankland (1)  
 Full Sutton (3)  
 Long Lartin (5)  
 Manchester (2)  
 Wakefield (3)  
 Whitemoor (7)  
 Woodhill (9)

**Contracted**  
**Prisons**

Altcourse (2)  
 Ashfield (8)  
 Bronzefield (10)  
 Doncaster (3)  
 Dovegate (5)  
 Forest Bank (2)  
 Lowdham Grange (6)  
 Parc (4)  
 Peterborough (7)  
 Rye Hill (6)  
 Wolds (3)

**North West**  
**Ian Lockwood**

2

Buckley Hall  
 Garth  
 Haverigg  
 Hindley (YOI/J)  
 Kennet  
 Kirkham  
 Lancaster Castle  
 Lancaster Farms (YOI/J)  
 Liverpool  
 Preston  
 Risley  
 Styal (F/YOI)  
 Thorn Cross (YOI/J)  
 Wymott

**Yorkshire & Humberside**  
**Tony Hassall**

3

Askham Grange (F)  
 Everthorpe  
 Hull  
 Leeds  
 Lindholme (IRC)  
 Moorland (YOI)  
 New Hall (F/J/YOI)  
 Northallerton (YOI)  
 Wealstun  
 Wetherby (J)

**West Midlands**  
**Sue McAllister**

5

Birmingham  
 Blakenhurst  
 Brinsford (YOI/J)  
 Brockhill  
 Drake Hall (F/YOI)  
 Featherstone  
 Hewell Grange  
 Shrewsbury  
 Stafford  
 Stoke Heath (YOI/J)  
 Swinfen Hall (YOI)  
 Werrington (J)

**East Midlands**  
**Danny McAllister**

6

Ashwell  
 Foston Hall (F)  
 Gartree  
 Glen Parva (YOI)  
 Leicester  
 Lincoln  
 Morton Hall (F)  
 North Sea Camp  
 Nottingham  
 Onley (YOI)  
 Ranby  
 Stocken  
 Sudbury  
 Wellingborough  
 Whatton

**Eastern**  
**Adrian Smith**

7

Bedford  
 Blundeston  
 Bullwood Hall  
 Chelmsford (YOI)  
 Edmunds Hill  
 Highpoint  
 Hollesley Bay  
 Littlehey  
 The Mount  
 Norwich (YOI)  
 Warren Hill (J)  
 Wayland

**South West**  
**Alan Scott**

8

Bristol  
 Channings Wood  
 Dartmoor  
 Dorchester (YOI)  
 Eastwood Park (F/YOI/J)  
 Erlestoke  
 Exeter (YOI)  
 Gloucester (YOI)  
 Guys Marsh (YOI)  
 Leyhill  
 Portland (YOI)  
 Shepton Mallet  
 The Verne

**South Central**  
**Colin McConnell**

9

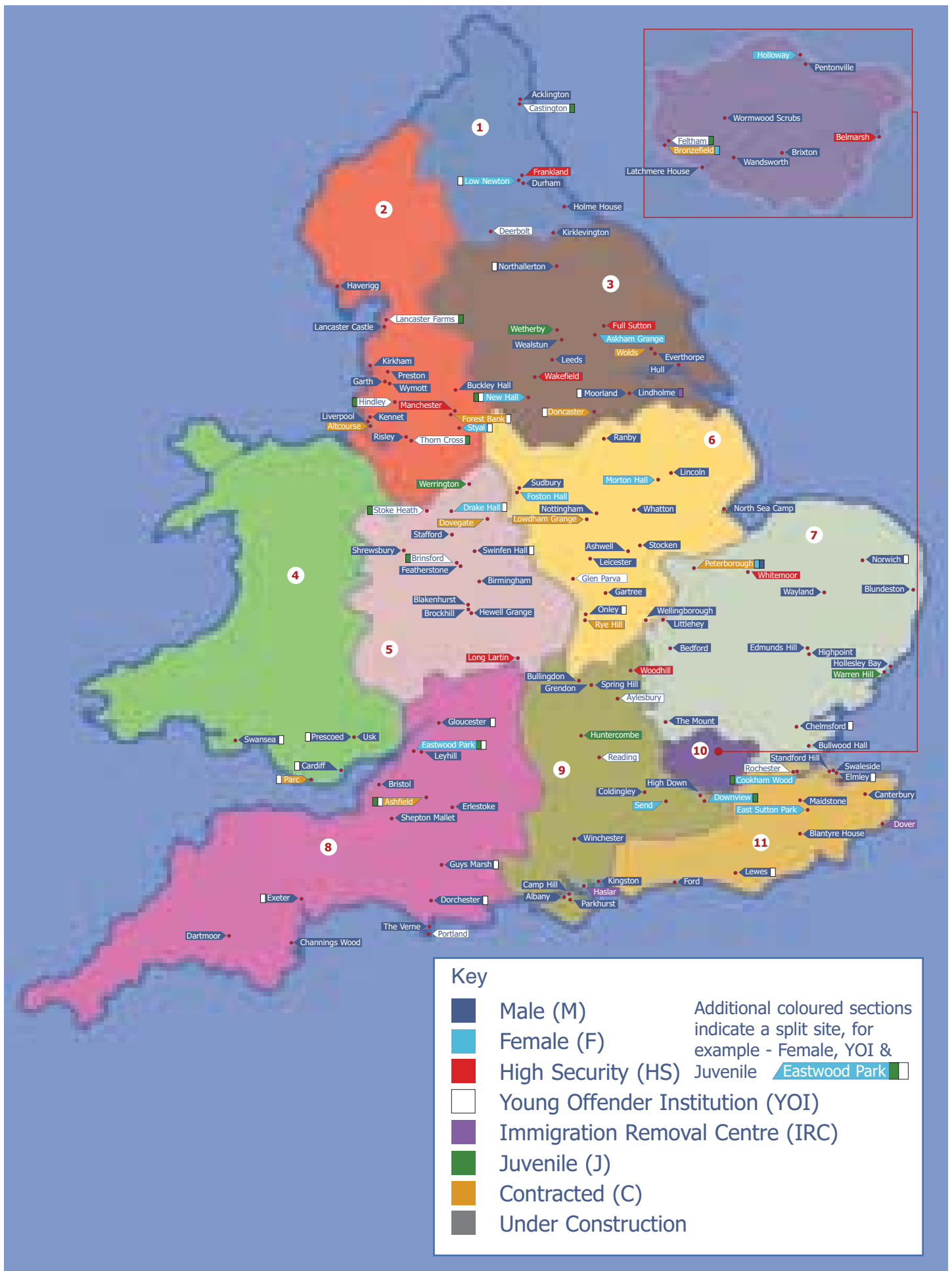
Albany  
 Aylesbury (YOI)  
 Bullingdon  
 Camp Hill  
 Coldingley  
 Downview  
 Grendon / Spring Hill  
 Haslar (IRC)  
 High Down  
 Huntercombe (J)  
 Kingston  
 Parkhurst  
 Reading (YOI)  
 Send  
 Winchester

**Kent & Sussex**  
**Paul Carroll**

11

Blantyre House  
 Canterbury  
 Cookham Wood (J)  
 Dover (IRC)  
 East Sutton Park (F)  
 Elmley (YOI)  
 Ford  
 Lewes  
 Maidstone  
 Rochester (YOI)  
 Stanford Hill  
 Swaleside





## Appendix 8

### Publications Relating to Prison Service Matters



## Publications available from HM Prison Service

### [www.hmprisonservice.gov.uk](http://www.hmprisonservice.gov.uk)

#### **Annual staff ethnicity review: 2006-07**

HM Prison Service, 2008  
[http://www.hmprisonservice.gov.uk/assets/documents/100037C0Annual\\_Ethnicity\\_Review\\_07.pdf](http://www.hmprisonservice.gov.uk/assets/documents/100037C0Annual_Ethnicity_Review_07.pdf)

#### **Corporate plan 2007-2008 to 2011-2012: business plan 2007-2008**

HM Prison Service, 2007  
 ISBN 978 1 84726 189 2  
[http://www.hmprisonservice.gov.uk/assets/documents/1000286FHMPs\\_business\\_plan\\_2007.pdf](http://www.hmprisonservice.gov.uk/assets/documents/1000286FHMPs_business_plan_2007.pdf)

#### **HM Prison Service annual report and accounts: April 2006 – March 2007: part 1**

HC 717 2006-07  
 Published 17th July 2007  
[http://www.hmprisonservice.gov.uk/assets/documents/10002CC6annual\\_rep\\_0607\\_main.pdf](http://www.hmprisonservice.gov.uk/assets/documents/10002CC6annual_rep_0607_main.pdf)

#### **HM Prison Service annual report and accounts: April 2006 – March 2007: part 2: Accounts**

HC 717 2006-07  
 Published 17th July 2007  
[http://www.hmprisonservice.gov.uk/assets/documents/10002CC7annual\\_rep\\_0607\\_accounts.pdf](http://www.hmprisonservice.gov.uk/assets/documents/10002CC7annual_rep_0607_accounts.pdf)

#### **HM Prison Service annual report and accounts April 2006–March 2007: part 3: appendices**

HC 717 2006-07  
 Published 17th July 2007  
[http://www.hmprisonservice.gov.uk/assets/documents/100032DBannual\\_rep\\_0607\\_appendices.pdf](http://www.hmprisonservice.gov.uk/assets/documents/100032DBannual_rep_0607_appendices.pdf)

#### **HM Prison Service annual report and accounts April 2006 – March 2007: corrections**

HC 717 2006-07  
 Published 17th July 2007  
[http://www.hmprisonservice.gov.uk/assets/documents/100032DDannual\\_rep\\_0607\\_corrections.pdf](http://www.hmprisonservice.gov.uk/assets/documents/100032DDannual_rep_0607_corrections.pdf)

#### **NOMS corporate plan 2005-06 to 2007-08**

<http://www.hmprisonservice.gov.uk/assets/documents/10000AA1NOMSCorporatePlan2005-2008.pdf>

#### **Performance standards: 4 catering and food safety**

HM Prison Service, April 2008  
[http://www.hmprisonservice.gov.uk/assets/documents/100037E44\\_catering\\_food\\_safety\\_apr2008.pdf](http://www.hmprisonservice.gov.uk/assets/documents/100037E44_catering_food_safety_apr2008.pdf)

#### **Performance standards: 8 prisoners with disabilities**

HM Prison Service, April 2008  
[http://www.hmprisonservice.gov.uk/assets/documents/100037D48\\_prisoners\\_with\\_disabilities\\_apr08.pdf](http://www.hmprisonservice.gov.uk/assets/documents/100037D48_prisoners_with_disabilities_apr08.pdf)

#### **Performance standards: 12 prison industries**

HM Prison Service, August 2007  
[http://www.hmprisonservice.gov.uk/assets/documents/10002E9A12\\_prison\\_industries\\_Aug\\_07.pdf](http://www.hmprisonservice.gov.uk/assets/documents/10002E9A12_prison_industries_Aug_07.pdf)

#### **Performance standards: 17 finance**

HM Prison Service, August 2007  
[http://www.hmprisonservice.gov.uk/assets/documents/10002E9B17\\_finance\\_aug\\_07.pdf](http://www.hmprisonservice.gov.uk/assets/documents/10002E9B17_finance_aug_07.pdf)

#### **Performance standards: 18 fire safety**

HM Prison Service, March 2008  
[http://www.hmprisonservice.gov.uk/assets/documents/1000376E18\\_fire\\_safety\\_mar08.pdf](http://www.hmprisonservice.gov.uk/assets/documents/1000376E18_fire_safety_mar08.pdf)

#### **Performance standards: 21 health and safety**

HM Prison Service, November 2007  
[http://www.hmprisonservice.gov.uk/assets/documents/1000323221\\_health\\_and\\_safety\\_nov\\_07.pdf](http://www.hmprisonservice.gov.uk/assets/documents/1000323221_health_and_safety_nov_07.pdf)

#### **Performance standards: 25 incentives and earned privileges (IEP)**

HM Prison Service, June 2007  
[http://www.hmprisonservice.gov.uk/assets/documents/10002BA125\\_incentives\\_and\\_earned\\_privileges\\_jun\\_07.pdf](http://www.hmprisonservice.gov.uk/assets/documents/10002BA125_incentives_and_earned_privileges_jun_07.pdf)

**Performance standards:****27 employee relations**

HM Prison Service, June 2007

[http://www.hmprisonservice.gov.uk/assets/documents/10002AF027\\_employee\\_relations\\_jun\\_07.pdf](http://www.hmprisonservice.gov.uk/assets/documents/10002AF027_employee_relations_jun_07.pdf)

**Performance standards:****29 KPI and KPT data quality**

HM Prison Service, June 2007

[http://www.hmprisonservice.gov.uk/assets/documents/10002BA229\\_kpi\\_kpt\\_data\\_quality\\_jun\\_07.pdf](http://www.hmprisonservice.gov.uk/assets/documents/10002BA229_kpi_kpt_data_quality_jun_07.pdf)

**Performance standards:****34 management of staff**

HM Prison Service, April 2008

[http://www.hmprisonservice.gov.uk/assets/documents/100038BA34\\_management\\_of\\_staff\\_apr\\_08.pdf](http://www.hmprisonservice.gov.uk/assets/documents/100038BA34_management_of_staff_apr_08.pdf)

**Performance standards:****35 mother and baby units**

HM Prison Service, April 2008

[http://www.hmprisonservice.gov.uk/assets/documents/1000385935\\_mother&baby\\_units\\_apr08.pdf](http://www.hmprisonservice.gov.uk/assets/documents/1000385935_mother&baby_units_apr08.pdf)

**Performance standards:****42 prisoner induction**

HM Prison Service, September 2007

[http://www.hmprisonservice.gov.uk/assets/documents/10002FD042\\_prisoner\\_induction\\_sept\\_07.pdf](http://www.hmprisonservice.gov.uk/assets/documents/10002FD042_prisoner_induction_sept_07.pdf)

**Performance standards:****44 prisoners' family life**

HM Prison Service, January 2008

[http://www.hmprisonservice.gov.uk/assets/documents/100034ADprisoners\\_family\\_life\\_jan08.pdf](http://www.hmprisonservice.gov.uk/assets/documents/100034ADprisoners_family_life_jan08.pdf)

**Performance standards: 4****7 public protection**

HM Prison Service, February 2008

[http://www.hmprisonservice.gov.uk/assets/documents/10003514public\\_protection\\_feb\\_2008.pdf](http://www.hmprisonservice.gov.uk/assets/documents/10003514public_protection_feb_2008.pdf)

**Performance standards:****48 race equality (prisoners)**

HM Prison Service, July 2007

[http://www.hmprisonservice.gov.uk/assets/documents/10002C8A48\\_race\\_equality\\_prisoners\\_jul\\_07.pdf](http://www.hmprisonservice.gov.uk/assets/documents/10002C8A48_race_equality_prisoners_jul_07.pdf)

**Performance standards: 49 reception**

HM Prison Service, September 2007

[http://www.hmprisonservice.gov.uk/assets/documents/10002FE749\\_reception\\_sept\\_07.pdf](http://www.hmprisonservice.gov.uk/assets/documents/10002FE749_reception_sept_07.pdf)

**Performance standards:****52 resettlement**

HM Prison Service, September 2007

[http://www.hmprisonservice.gov.uk/assets/documents/10002FE652\\_resettlement\\_sept\\_07.pdf](http://www.hmprisonservice.gov.uk/assets/documents/10002FE652_resettlement_sept_07.pdf)

**Performance standards: 53 violence reduction**

HM Prison Service, June 2007

[http://www.hmprisonservice.gov.uk/assets/documents/10002B4353\\_violence\\_reduction\\_jun\\_07.pdf](http://www.hmprisonservice.gov.uk/assets/documents/10002B4353_violence_reduction_jun_07.pdf)

**Performance standards: 59 self-audit**

HM Prison Service, June 2007

[http://www.hmprisonservice.gov.uk/assets/documents/10002F7F59\\_self\\_audit\\_september\\_07.pdf](http://www.hmprisonservice.gov.uk/assets/documents/10002F7F59_self_audit_september_07.pdf)

**Performance standards: 60 suicide prevention and self-harm management**

HM Prison Service, October 2007

[http://www.hmprisonservice.gov.uk/assets/documents/1000312560\\_suicide\\_prevention\\_oct\\_07.pdf](http://www.hmprisonservice.gov.uk/assets/documents/1000312560_suicide_prevention_oct_07.pdf)

**Performance standards: 63 care and management of young people**

HM Prison Service, February 2008

[http://www.hmprisonservice.gov.uk/assets/documents/100035CA63\\_young\\_people\\_feb08.pdf](http://www.hmprisonservice.gov.uk/assets/documents/100035CA63_young_people_feb08.pdf)

**Performance standards: 64 health and safety (HQ buildings, area offices and other office buildings)**

HM Prison Service, March 2008

[http://www.hmprisonservice.gov.uk/assets/documents/100036A1health\\_and\\_safety\\_HQ\\_mar08.pdf](http://www.hmprisonservice.gov.uk/assets/documents/100036A1health_and_safety_HQ_mar08.pdf)

**Population bulletin: (weekly) prison population & accommodation briefing: (13th April 2007 – 25th April 2008)**

NOMS, Estate Planning &

Development Unit

Web link for bulletins:

<http://www.hmprisonservice.gov.uk/resourcecentre/publicationsdocuments/index.asp?startrow=1&cat=85&id=166,154,1,166,0,0>

**Prison Service performance ratings:**

**August 2007: performance rating system: quarter 1 2007/08**

HM Prison Service, August 2007

[http://www.hmprisonservice.gov.uk/assets/documents/10002E40perf\\_ratings\\_aug\\_07\\_qtr\\_1.pdf](http://www.hmprisonservice.gov.uk/assets/documents/10002E40perf_ratings_aug_07_qtr_1.pdf)

**Prison Service performance ratings:**

**December 2007: performance rating system: quarter 2 2007/08**

HM Prison Service, December 2007

[http://www.hmprisonservice.gov.uk/assets/documents/100032EDperf\\_ratings\\_dec\\_07\\_qtr\\_2.pdf](http://www.hmprisonservice.gov.uk/assets/documents/100032EDperf_ratings_dec_07_qtr_2.pdf)

**Prison Service performance ratings:**

**February 2008: performance rating system: quarter 3 2007/08**

HM Prison Service, February 2008

[http://www.hmprisonservice.gov.uk/assets/documents/10003587perf\\_ratings\\_qtr3\\_07-08.pdf](http://www.hmprisonservice.gov.uk/assets/documents/10003587perf_ratings_qtr3_07-08.pdf)

**Prison Service performance ratings:**

**May 2007: performance rating system: quarter 4 2006/07**

HM Prison Service, May 2007

[http://www.hmprisonservice.gov.uk/assets/documents/10002A4Dperf\\_ratings\\_may\\_07\\_qtr\\_4.pdf](http://www.hmprisonservice.gov.uk/assets/documents/10002A4Dperf_ratings_may_07_qtr_4.pdf)

**Prisoners' information book: male prisoners and young offenders**

ISBN 0946209 86 3

Prison Reform Trust and HM Prison Service/NOMS, 2008

[http://www.hmprisonservice.gov.uk/assets/documents/10003817male&YO\\_pib\\_2008.pdf](http://www.hmprisonservice.gov.uk/assets/documents/10003817male&YO_pib_2008.pdf)

**Prison Service Instructions [PSIs] and Prison Service Orders [PSOs]**

- PSIs are mandatory instructions which have a definite expiry date. They are also used to introduce amendments to PSOs
- PSOs are long-term mandatory instructions which are intended to last for an indefinite period.

**Numerical lists:**

<http://www.hmprisonservice.gov.uk/resourcecentre/psispsos/psopsiindexes/>

Lists of the full-text versions of the PSIs and PSOs on the HM Prison Service website:

**PSIs:** <http://www.hmprisonservice.gov.uk/resourcecentre/psispsos/listpsis/>

**PSOs:** <http://www.hmprisonservice.gov.uk/resourcecentre/psispsos/listpsos/>

**Publications available from HM Inspectorate of Prisons**

<http://www.inspectorates.justice.gov.uk/hmprisons/>

**Prisons and Young Offender Institutions (YOIs)**

**Report on an unannounced short follow-up inspection of HMP**

**Altcourse: 17-19 September 2007**

[http://inspectorates.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/547166/Altcourse.pdf?view=Binary](http://inspectorates.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/547166/Altcourse.pdf?view=Binary)

**Report on an unannounced short follow-up inspection of HMP Ashwell: 18-21 June 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/547192/Ashwell\\_\(18-21\\_June\\_2007\).pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/547192/Ashwell_(18-21_June_2007).pdf?view=Binary)

**Report on a full announced inspection of HMP Belmarsh: 8-12 October 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/Belmarsh/Belmarsh-2007-full\\_report.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/Belmarsh/Belmarsh-2007-full_report.pdf?view=Binary)

**Report on an announced inspection of HMP Birmingham: 19-23 February 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/547238/Birminghamcomb.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/547238/Birminghamcomb.pdf?view=Binary)

**Report on an unannounced full follow-up inspection of HMYOI Brinsford: 5-9 February 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/547829/Brinsford.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/547829/Brinsford.pdf?view=Binary)

**Report on an unannounced short follow-up inspection of HMP Bronzefield: 1-4 October 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/547886/2007\\_-\\_Bronzefield\\_final.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/547886/2007_-_Bronzefield_final.pdf?view=Binary)

**Report on an announced inspection of HMP Buckley Hall: 30 April – 4 May 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/547900/Buckley\\_Hall.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/547900/Buckley_Hall.pdf?view=Binary)

**Report on an announced inspection of HMP Canterbury: 20-24 August 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/547955/Canterbury.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/547955/Canterbury.pdf?view=Binary)

**Report on an announced inspection of HMP Channings Wood: 2-6 July 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/548020/Channings\\_Wood.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/548020/Channings_Wood.pdf?view=Binary)

**Report on an announced inspection of HMP Chelmsford: 9-3 July 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/548035/2007\\_CHELMSFORD\\_final\\_report.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/548035/2007_CHELMSFORD_final_report.pdf?view=Binary)

**Report on an announced inspection of HMP Cookham Wood Sir Evelyn House: 13-17 November 2006**

[http://inspectors.justice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/548063/Cookham\\_Wood.pdf?view=Binary](http://inspectors.justice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/548063/Cookham_Wood.pdf?view=Binary)  
ISBN: 9781847263056

**Report on an unannounced short follow-up inspection of HMP Dorchester: 2-5 April 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/549217/2007\\_Dorchester\\_final.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/549217/2007_Dorchester_final.pdf?view=Binary)

**Report on an announced inspection of HMP Drake Hall: 3-7 September 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/549264/2007\\_Drake\\_Hall\\_final.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/549264/2007_Drake_Hall_final.pdf?view=Binary)

**Report on an announced inspection of HMP/YOI Eastwood Park: Mary Carpenter Unit: 14-18 May 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/549311/Eastwood\\_Pk\\_\(14-18\\_May\\_2007\).pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/549311/Eastwood_Pk_(14-18_May_2007).pdf?view=Binary)

**Report on an unannounced short follow-up inspection of HMP Exeter: 16-18 October 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/546921/2007\\_EXETER\\_FINAL.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/546921/2007_EXETER_FINAL.pdf?view=Binary)



**Report on an unannounced full follow-up inspection of HMYOI Feltham: 4-8 June 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/feltham/Feltham.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/feltham/Feltham.pdf?view=Binary)

**Report on an unannounced full inspection of HMP Forest Bank: 10-14 September 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/549477/Forest\\_Bank.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/549477/Forest_Bank.pdf?view=Binary)

**Report on an unannounced short follow-up inspection of HMP Foston Hall: 1-3 May 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/549487/Foston\\_Hall1.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/549487/Foston_Hall1.pdf?view=Binary)

**Report on an announced inspection of HMP Full Sutton: 19-23 November 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/549506/Full\\_Sutton.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/549506/Full_Sutton.pdf?view=Binary)

**Report on an unannounced short follow-up inspection of HMP Garth: 5-7 March 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/garth-01/2007\\_Garth\\_-\\_final.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/garth-01/2007_Garth_-_final.pdf?view=Binary)

**Report on an unannounced short follow-up inspection of HMYOI Glen Parva: 25-27 June 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/549544/Glen\\_Parva\\_\(25-27\\_June\\_2007\).pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/549544/Glen_Parva_(25-27_June_2007).pdf?view=Binary)

**Report on an announced inspection of HMP Gloucester: 16-20 April 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/gloucester/Gloucester\\_2007.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/gloucester/Gloucester_2007.pdf?view=Binary)

**Report on an announced inspection of HMP Highpoint: 14-18 May 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/highpoint/Highpoint.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/highpoint/Highpoint.pdf?view=Binary)

**Report on an unannounced short follow-up inspection of HMP/YOI Hollesley Bay: 8-10 January 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/549790/HOLLESLEY\\_BAY.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/549790/HOLLESLEY_BAY.pdf?view=Binary)

**Report on an unannounced short follow-up inspection of HMP Kirkham: 8-10 October 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/550808/Kirkham-2007.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/550808/Kirkham-2007.pdf?view=Binary)

**Report on an announced inspection of HMP Lancaster Castle: 1-5 October 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/550941/Lancaster\\_Castle-2007.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/550941/Lancaster_Castle-2007.pdf?view=Binary)

**Report on a full announced inspection of HMP Latchmere House: 15-19 January 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/lathmerehouse/Latchmere\\_House.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/lathmerehouse/Latchmere_House.pdf?view=Binary)

**Report on an announced inspection of HMP Lewes: 20-24 August 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/lewes/Lewes\\_2007.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/lewes/Lewes_2007.pdf?view=Binary)

**Report on an announced inspection of HMP Leyhill: 5-9 March 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/550964/Leyhill.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/550964/Leyhill.pdf?view=Binary)

**Report on an announced inspection of HMP Lindholme: 29 October – 2 November 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/549050/Lindholme.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/549050/Lindholme.pdf?view=Binary)

**Report on a full announced inspection of HMP Littlehey: 2-6 July 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/550978/Littlehey\\_\(2-6\\_July\\_2007\).pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/550978/Littlehey_(2-6_July_2007).pdf?view=Binary)

**Report on an unannounced full follow-up inspection of HMP Liverpool: 12-16 February 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/550986/Liverpool.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/550986/Liverpool.pdf?view=Binary)

**An inspection of the category A detainee unit at HMP Long Lartin: July 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/thematic-reports1/Long\\_Lartin.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/thematic-reports1/Long_Lartin.pdf?view=Binary)

**Report on an announced inspection of HMP Maidstone: 19-23 February 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/551030/Maidstone.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/551030/Maidstone.pdf?view=Binary)

**Report on an unannounced short follow-up inspection of HMP Manchester: 21-24 May 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/manchester/Manchester.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/manchester/Manchester.pdf?view=Binary)

**Report on an announced inspection of HMYOI New Hall: The Rivendell Unit: 30 July – 3 August 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/newhall/New\\_Hall1.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/newhall/New_Hall1.pdf?view=Binary)

**Report on an unannounced short follow-up inspection of HMP North Sea Camp: 21-24 May 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/551084/North\\_Sea\\_Camp.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/551084/North_Sea_Camp.pdf?view=Binary)

**Report on an unannounced short follow-up inspection of HMP Nottingham: 15-18 October 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/551108/Nottingham-2007.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/551108/Nottingham-2007.pdf?view=Binary)

**Report on an announced inspection of HMP & YOI Onley: 29 October – 2 November 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/551123/Onley-2007.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/551123/Onley-2007.pdf?view=Binary)

**HMYOI Parc: summary of questionnaires and interviews: 28 August 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/juvenile-surveys/Parc\\_\(Juv\\_Sum\).pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/juvenile-surveys/Parc_(Juv_Sum).pdf?view=Binary)

**Report on an unannounced short follow-up inspection of HMP & YOI Parc (juveniles): 1-5 October 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/546103/2007\\_PARC\\_juvenile\\_unit\\_fin1.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/546103/2007_PARC_juvenile_unit_fin1.pdf?view=Binary)

**Adroddiad ar arolygiad dilynol byr heb ei gyhoeddi ymlaen llaw ar Carchar Ei Mawrhydi a Sefydliad Troseddwyr Ifanc y Parc (ieuenctid): 1-5 Hydref 2007**

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**Report on an unannounced full follow-up inspection of HMYOI Portland: 3-12 January 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/hmp-yoi-inspections.html/551181/Portland.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/hmp-yoi-inspections.html/551181/Portland.pdf?view=Binary)

**Report on an announced inspection of HMP Ranby: 12-16 March 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/hmp-yoi-inspections.html/551223/Ranby.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/hmp-yoi-inspections.html/551223/Ranby.pdf?view=Binary)

**Report on an unannounced full follow-up inspection of HMYOI Reading: 21-25 May 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/hmp-yoi-inspections.html/551230/Reading.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/hmp-yoi-inspections.html/551230/Reading.pdf?view=Binary)

**Report on a full unannounced inspection of HMP Rye Hill: 11-15 June 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/hmp-yoi-inspections.html/551243/Rye\\_Hill.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/hmp-yoi-inspections.html/551243/Rye_Hill.pdf?view=Binary)

**Report on an unannounced full follow-up inspection of HMYOI Stoke Heath: 19-23 March 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/hmp-yoi-inspections.html/551410/Stoke\\_Heath.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/hmp-yoi-inspections.html/551410/Stoke_Heath.pdf?view=Binary)

**Report on an unannounced short follow-up inspection of HMP Sudbury: 2-3 May 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/hmp-yoi-inspections.html/551425/Sudbury.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/hmp-yoi-inspections.html/551425/Sudbury.pdf?view=Binary)

**HMYOI Thorn Cross: summary of questionnaires and interviews: 1 November 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/juvenile-surveys/Thorn\\_Cross.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/juvenile-surveys/Thorn_Cross.pdf?view=Binary)

**Report on a full announced inspection of HMP The Verne: 6-10 August 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/hmp-yoi-inspections.html/551273/2007\\_The\\_Verne\\_final.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/hmp-yoi-inspections.html/551273/2007_The_Verne_final.pdf?view=Binary)

**HMYOI Warren Hill: summary of questionnaires and interviews: 25 June 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/juvenile-surveys/Warren\\_Hill\\_\(Juv\\_Sum\).pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/juvenile-surveys/Warren_Hill_(Juv_Sum).pdf?view=Binary)

**Report on an unannounced short follow-up inspection of HMYOI Warren Hill: 16-18 July 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/hmp-yoi-inspections.html/warrenhill/Warren\\_Hill.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/hmp-yoi-inspections.html/warrenhill/Warren_Hill.pdf?view=Binary)

**Report on an unannounced short follow-up inspection of HMYOI Werrington: 16-20 April 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/hmp-yoi-inspections.html/werrington/Werrington1.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/hmp-yoi-inspections.html/werrington/Werrington1.pdf?view=Binary)

**HMYOI Werrington: summary of juvenile survey responses: 27 and 28 March 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/juvenile-surveys/Werrington1.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/juvenile-surveys/Werrington1.pdf?view=Binary)

**HMYOI Wetherby: summary of questionnaires and interviews: 9-10 January 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/juvenile-surveys/Wetherby.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/juvenile-surveys/Wetherby.pdf?view=Binary)

**Report on an unannounced short follow-up inspection of HMYOI Wetherby: 6-9 March 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/hmp-yoi-inspections.html/551810/Wetherby1.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/hmp-yoi-inspections.html/551810/Wetherby1.pdf?view=Binary)

**Report on an announced inspection of HMP Whatton: 22-26 January 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/551820/Whatton.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/551820/Whatton.pdf?view=Binary)

**Report on an announced inspection of HMP Winchester: 16-20 April 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/551840/Winchester.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/551840/Winchester.pdf?view=Binary)

**Report on an unannounced short follow-up inspection of HMP Wolds: 17-19 September 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/551851/Wolds.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/551851/Wolds.pdf?view=Binary)

**Report on a full announced inspection of HMP Woodhill: 3-7 September 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/hmp-yoi-inspections.html/551860/2007\\_Woodhill\\_final\\_report.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/hmp-yoi-inspections.html/551860/2007_Woodhill_final_report.pdf?view=Binary)

## **Immigration Removal Centres and Holding Facilities**

**Report on the unannounced inspection of the non-residential short-term holding facility: Becket House: 17 January 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/STHF-reports/Becket\\_House\\_final.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/STHF-reports/Becket_House_final.pdf?view=Binary)

**Detainees under escort at Colnbrook IRC: report on two unannounced escort inspections: 9 and 13 March 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/escort-inspections/Colnbrook\\_escort\\_report.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/escort-inspections/Colnbrook_escort_report.pdf?view=Binary)

**Report on an unannounced full follow-up inspection of Colnbrook Immigration Removal Centre: 18-22 June 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/irc-inspections.html/544553/Colnbrook\\_IRC.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/irc-inspections.html/544553/Colnbrook_IRC.pdf?view=Binary)

**Report on the unannounced follow-up inspection of the non-residential short-term holding facility at: Communications House: 4 April 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/STHF-reports/2007-Communications\\_House\\_f1.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/STHF-reports/2007-Communications_House_f1.pdf?view=Binary)

**Report on the unannounced follow-up inspection of the non-residential short-term holding facility at: Dallas Court: 9 January 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/STHF-reports/Dallas\\_Court.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/STHF-reports/Dallas_Court.pdf?view=Binary)

**Report on an announced inspection of Dover Immigration Removal Centre: 19-23 March 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/irc-inspections.html/544576/Dover\\_IRC.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/irc-inspections.html/544576/Dover_IRC.pdf?view=Binary)

**Report on the unannounced follow-up inspection of the non-residential short-term holding facility at: Eaton House: 4 June 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/STHF-reports/2007\\_Eaton\\_House\\_report.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/STHF-reports/2007_Eaton_House_report.pdf?view=Binary)

**Reports on the unannounced follow-up inspections of the five short-term holding facilities at: Heathrow Terminals and Queen's Building: 2-4 July 2007**

[http://inspectors.homeoffice.gov.uk/hmprisons/inspect\\_reports/STHF-reports/2007\\_Heathrow\\_STHF\\_x\\_5.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmprisons/inspect_reports/STHF-reports/2007_Heathrow_STHF_x_5.pdf?view=Binary)

**Detainees under escort at Queen's Building, Heathrow Airport: report on one unannounced and one announced escort inspection: 2-3 July and 10 July 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/escort-inspections/2007-Queens\\_Building\\_escort1.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/escort-inspections/2007-Queens_Building_escort1.pdf?view=Binary)

**Report on an unannounced short follow-up inspection of: Lindholme Immigration**

**Removal Centre: 16-18 July 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/irc-inspections.html/544638/Lindholme.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/irc-inspections.html/544638/Lindholme.pdf?view=Binary)

**Report on the unannounced follow-up inspection of the non-residential short-term holding facility at: London City Airport: 24 January 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/STHF-reports/London\\_City\\_Airport\\_final.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/STHF-reports/London_City_Airport_final.pdf?view=Binary)

**Detainees under escort at Manchester detention centre, Manchester Airport: report on one unannounced and one announced escort inspection: 3-4 September 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/escort-inspections/2007-Manchester\\_escort\\_final.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/escort-inspections/2007-Manchester_escort_final.pdf?view=Binary)

**Report of an unannounced inspection of the residential short-term holding facility at: Manchester Airport: 3 and 4 September 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/STHF-reports/2007\\_Manchester\\_airport\\_STHF.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/STHF-reports/2007_Manchester_airport_STHF.pdf?view=Binary)

**Report on the unannounced inspection of the residential short-term holding facility: Port of Dover (PoD): 20 April 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/STHF-reports/2007-\\_Port\\_of\\_Dover\\_final.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/STHF-reports/2007-_Port_of_Dover_final.pdf?view=Binary)

**Report on the unannounced inspections of three short-term non-residential holding facilities: Reliance House, Liverpool, Standford House, Solihull, West Midlands, John Lennon Airport Liverpool : February-June 2006**

[http://inspectors.justice.gov.uk/hmiprison/inspect\\_reports/STHF-reports/Reliance\\_House-John\\_Lennon-1.pdf?view=Binary](http://inspectors.justice.gov.uk/hmiprison/inspect_reports/STHF-reports/Reliance_House-John_Lennon-1.pdf?view=Binary)

**Detainees under escort at Tinsley House IRC: report on one unannounced and one announced escort inspection:**

**30 April and 1 May 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/escort-inspections/Tinsley\\_House\\_escorts\\_final.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/escort-inspections/Tinsley_House_escorts_final.pdf?view=Binary)

**Area joint inspections & general publications**

**The joint inspection of the West Midlands Criminal Justice Area: May 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/inspect\\_reports/area-reports.html/WestMidlandsJointCJAMay07.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/inspect_reports/area-reports.html/WestMidlandsJointCJAMay07.pdf?view=Binary)

**Juvenile Survey Responses Oakhill STC 2007**

[http://inspectors.homeoffice.gov.uk/hmiprison/thematic-reports1/538181/Oakhill\\_juvenile\\_survey\\_sum1.pdf?view=Binary](http://inspectors.homeoffice.gov.uk/hmiprison/thematic-reports1/538181/Oakhill_juvenile_survey_sum1.pdf?view=Binary)

**Memorandum of understanding between HM Inspectorate of Prisons and Healthcare Inspectorate Wales**

[http://inspectorates.homeoffice.gov.uk/hmiprisons/docs/MoU\\_HIW.pdf?view=Binary](http://inspectorates.homeoffice.gov.uk/hmiprisons/docs/MoU_HIW.pdf?view=Binary)

**Memorandum of understanding between the Royal Pharmaceutical Society of Great Britain and HM Inspectorate of Prisons**

[http://inspectorates.homeoffice.gov.uk/hmiprisons/docs/Updated\\_RPSGB.pdf?view=Binary](http://inspectorates.homeoffice.gov.uk/hmiprisons/docs/Updated_RPSGB.pdf?view=Binary)

**The Mental health of prisoners: a thematic review of the care and support of prisoners with mental health needs: October 2007**

[http://inspectorates.homeoffice.gov.uk/hmiprisons/thematic-reports1/Mental\\_Health.pdf?view=Binary](http://inspectorates.homeoffice.gov.uk/hmiprisons/thematic-reports1/Mental_Health.pdf?view=Binary)

**Operation Safeguard: a report on exploratory work by HM Inspectorate of Prisons and HM Inspectorate of Constabulary**

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**Prisoner safety in HM prisons**

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**Gadewch i ni siarad am arian: Gwybodaeth am Arian**

18 March 2008

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**Guidance for responsible medical officer: leave of absence for patients subject to restrictions**

18 March 2008

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**Guidance for social supervisors: supervision and aftercare of conditionally discharged restricted patients**

1 June 2007

<http://www.noms.homeoffice.gov.uk/news-publications-events/publications/guidance/guidance-social-supervisors?view=Standard&pubID=486996>

**Guidance on the Mental Health Review Tribunal**

31 May 2007

<http://www.noms.homeoffice.gov.uk/news-publications-events/publications/guidance/guidance-mh-review-tribunal?view=Standard&pubID=486990>

**The Importance of housing for women prisoners**

20 February 2008

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7 February 2008

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**London Reducing Re-offending Action Plan 2007-2009**

25 September 2007

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**London ROM annual report 2006-2007**

25 September 2007

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25 September 2007

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**NOMS Cymru Cynllun Iaith Gymraeg**

14 December 2007

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25 June 2007

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5 April 2007

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**NOMS Wales commissioning and business plan 2008-2009: consultation paper**

1 November 2007

[http://www.noms.homeoffice.gov.uk/news-publications-events/publications/consultations/Wales\\_Business\\_Plan\\_Consult\\_0809/?view=Standard&pubID=502762](http://www.noms.homeoffice.gov.uk/news-publications-events/publications/consultations/Wales_Business_Plan_Consult_0809/?view=Standard&pubID=502762)

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**North East Newsletter: issue 6**

20 December 2007

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**North West contracted prisons performance: quarter 4: 2006/7**

17 July 2007

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8 August 2007

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3 October 2007

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**O Ddigartrefedd i Gartref – Y Cynllun Braenaru ar gyfer Sicrhau Llety i Droseddwyr Benywaidd er mwyn Gostwng Aildroseddu yng Nghymru**

26 July 2007

[http://www.noms.homeoffice.gov.uk/news-publications-events/publications/strategy/Homelessness\\_to\\_home\\_welsh?view=Standard&pubID=486724](http://www.noms.homeoffice.gov.uk/news-publications-events/publications/strategy/Homelessness_to_home_welsh?view=Standard&pubID=486724)

**Performance Report on Offender Management Targets (PROMT): end of year data for 2006-2007**

17 July 2007

<http://www.noms.homeoffice.gov.uk/news-publications-events/publications/strategy/PROMT-06-07?view=Standard&pubID=484216>

**Performance Report on Offender Management Targets (PROMT)****April 2007 – June 2007**

9 November 2007

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**Pre-audited financial information for contracted and commercial SLA prisons 2006-2007**

17 July 2007

[http://www.noms.homeoffice.gov.uk/news-publications-events/publications/strategy/contracted\\_prison\\_financial\\_info?view=Standard&pubID=484239](http://www.noms.homeoffice.gov.uk/news-publications-events/publications/strategy/contracted_prison_financial_info?view=Standard&pubID=484239)

**A Protocol for engaging with the Reducing Re-offending Strategic Pathways: HM Prison Service North East**

3 October 2007

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25 May 2007

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16 May 2007

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**Reducing Re-Offending Alliances Audit: London**

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**Reducing Re-Offending Alliances  
Audit: North West**

16 May 2007

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Audit: Wales**

16 May 2007

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Audit: West Midlands**

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Audit: Yorkshire and Humberside**

16 May 2007

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3 May 2007

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15 January 2008

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14 May 2007

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17 July 2007

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27 November 2007

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### **Voluntary Sector Newsletter: issue 7, Spring 2007**

3 April 2007

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### **Voluntary Sector Newsletter: issue 8, Summer 2007**

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14 February 2008

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### **Volunteers can: towards a volunteering strategy to reduce re-offending**

8 May 2007

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### **Wales contracted prisons performance: quarter 4: 2006/7**

17 July 2007

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### **Welsh prisoners in the prison estate: Government response to the Welsh Affairs Committee report**

23 August 2007

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### **West Midlands contracted prisons performance: quarter 4: 2006/7**

17 July 2007

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### **West Midlands ROM newsletter: issue 1, January 2008**

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### **Working solutions to reducing re-offending: the contribution of employers**

16 May 2007

<http://www.noms.homeoffice.gov.uk/news-publications-events/publications/guidance/Working-Solutions?view=Standard&pubID=470434>

**Working with employers to reduce re-offending: a practitioners' toolkit**

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17 July 2007

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**Yorkshire and Humberside: Reducing Re-offending Action Plan 2007-2010**

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11 March 2008

[http://www.noms.homeoffice.gov.uk/news-publications-events/publications/newsletters/YH\\_External\\_0108?view=Standard&pubID=535939](http://www.noms.homeoffice.gov.uk/news-publications-events/publications/newsletters/YH_External_0108?view=Standard&pubID=535939)

**Yorkshire and Humberside ROM External Communication: February 08**

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## Publications available other government departments, Parliament and Non Departmental Public Bodies (NDPBs)

### Department for Children, Schools and Families

#### Choosing the test bed regions

<http://www.dfes.gov.uk/offenderlearning/uploads/documents/Choosing%20the%20Test%20bed%20regions.doc>

#### Young offenders: summary of responses to consultation

<http://www.dfes.gov.uk/offenderlearning/uploads/documents/Young%20Offenders%20Summary%20of%20responses%20to%20consultation.doc>

### Department for Innovation, Universities and Skills

#### Government Office for Science: science review of the Home Office and the Ministry of Justice

[http://www.dius.gov.uk/publications/ho\\_moj\\_sciencereview.pdf](http://www.dius.gov.uk/publications/ho_moj_sciencereview.pdf)

#### The Offenders' Learning and Skills Service (OLASS) in England: a brief guide

<http://www.dfes.gov.uk/offenderlearning/uploads/documents/OLASS%20Booklet%20.pdf>

### Department for Communities and Local Government

#### The Drivers of Black and Asian people's perceptions of racial discrimination by public services: a qualitative study

<http://www.communities.gov.uk/documents/communities/pdf/652045>

#### The Drivers of Black and Asian people's perceptions of racial discrimination by public services: a qualitative study (summary)

<http://www.communities.gov.uk/documents/communities/pdf/654397>  
<http://www.communities.gov.uk/documents/communities/doc/668384>

#### Improving opportunity, strengthening society: two years on: progress report on the Government's strategy for race equality and community cohesion

<http://www.communities.gov.uk/documents/communities/pdf/improving-soc-2yearson.pdf>

#### Improving opportunity, strengthening society: two years on: race equality in public services: statistical annex

<http://www.communities.gov.uk/documents/communities/pdf/improving-2yearson-annex.pdf>

#### National Offender Management Service: the crucial role of the new Local Performance Framework

<http://www.communities.gov.uk/documents/localgovernment/pdf/625341>  
<http://www.communities.gov.uk/documents/localgovernment/doc/629492>

### Department of Health

#### Escort and bedwatch costs: transfer of funding from HM Prison Service to Primary Care Trusts

[http://www.dh.gov.uk/en/Publicationsandstatistics/Lettersandcirculars/DH\\_080152?IdcService=GET\\_FILE&dID=153438&Rendition=Web](http://www.dh.gov.uk/en/Publicationsandstatistics/Lettersandcirculars/DH_080152?IdcService=GET_FILE&dID=153438&Rendition=Web)



**Escort and bedwatch costs: transfer of funding from HM Prison Service to Primary Care Trusts: annex**

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**Good practice in prison health**

[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_076878?IdcService=GET\\_FILE&dID=158154&Rendition=Web](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_076878?IdcService=GET_FILE&dID=158154&Rendition=Web)

**Improving health, supporting justice**

[http://www.dh.gov.uk/en/Consultations/Closedconsultations/DH\\_080816](http://www.dh.gov.uk/en/Consultations/Closedconsultations/DH_080816)

**Independent review of the diversion of individuals with mental health problems from the criminal justice system and prison**

[http://www.dh.gov.uk/en/Publicationsandstatistics/Lettersandcirculars/Dearcolleagueletters/DH\\_082475?IdcService=GET\\_FILE&dID=158776&Rendition=Web](http://www.dh.gov.uk/en/Publicationsandstatistics/Lettersandcirculars/Dearcolleagueletters/DH_082475?IdcService=GET_FILE&dID=158776&Rendition=Web)

**In-patients formally detained in hospitals under the Mental Health Act 1983 and other legislation, NHS Trusts, Care Trusts, Primary Care Trusts and Independent Hospitals; 2006-07: report**

<http://www.ic.nhs.uk/default.asp?sID=1172577414129&sPublicationID=1196079329309&sDocID=2114>

**In-patients formally detained in hospitals under the Mental Health Act 1983 and other legislation, NHS Trusts, Care Trusts, Primary Care Trusts and Independent Hospitals; 2006-07: pre-release access list**

<http://www.ic.nhs.uk/default.asp?sID=1172577414129&sPublicationID=1196079329309&sDocID=2116>

**In-patients formally detained in hospitals under the Mental Health Act 1983 and other legislation, NHS Trusts, Care Trusts, Primary Care Trusts and Independent Hospitals; 2006-07: tables**

<http://www.ic.nhs.uk/default.asp?sID=1172577414129&sPublicationID=1196079329309&sDocID=2115>

**Prison Health Partnership survey 2006: final report**

[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_074560?IdcService=GET\\_FILE&dID=139681&Rendition=Web](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_074560?IdcService=GET_FILE&dID=139681&Rendition=Web)

**Prison health performance indicators**

[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_079860?IdcService=GET\\_FILE&dID=152430&Rendition=Web](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_079860?IdcService=GET_FILE&dID=152430&Rendition=Web)

**Prison health performance indicators guidance booklet**

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## Appendix 9

### Glossary of Terms



AFGL	Alcohol Free Good Lives Programme
BACS	Banks Automated Clearing System
BME	Black and Minority Ethnic
CARATs	Counselling, Assessment, Referral Advice and Throughcare – part of the drugs strategy
Category A	That category of prisoner posing the highest security risk. There are also Category B, C and D prisoners representing lower levels of risk
CB	Companion of the Order of the Bath
CCNVQ	Custodial Care National Vocational Qualification
CETV	Cash Equivalent Transfer Value
CJS	Criminal Justice System
CNA	Certified Normal Accommodation
Cm	Command paper
C-NOMIS	National Offender Management Information System
CRE	Commission for Racial Equality
CSAP	Correctional Services Accreditation Panel
CSR	Comprehensive Spending Review
DEL	Departmental Expenditure Limit
DIUS	Department for Innovation, Universities and Skills
DOM	Director of Offender Management
DSO	Departmental Strategic Objective
DSO3	Departmental Strategic Objective 3 ‘Protecting the public and reducing re-offending’, for which NOMS has the lead
EBS	Environmental Business Services
ECL	End of Custody Licence scheme
ESF	European Social Fund
FIPS	Federal Information Processing Standard
FReM	Government Financial Reporting Manual
HC	House of Commons paper
HDC	Home Detention Curfew
HL	House of Lords paper
HMCIP	Her Majesty’s Chief Inspector of Prisons
HMIRC	Her Majesty’s Immigration Removal Centre
HMP	Her Majesty’s Prison
HMPS	Her Majesty’s Prison Service
HMYOI	Her Majesty’s Young Offender Institute
HR	Human Resources
HRBP	HR Business Partner



IAG	Information Advice and Guidance – the agency funded by the Learning and Skills Council
ICT	Information and Communication Technology
IDTS	Integrated Drug Treatment Scheme
IRC/RC	Immigration Removal Centres
JET	Juvenile Enhance Thinking skills programme
JIRPA	Joint Industrial Procedural Agreement
KPI	Key Performance Indicator
KPT	Key Performance Target
LSC	Learning and Skills Council
MAPPA	Multi Agency Protection Panel Arrangements
MBE	Member of the British Empire
MBC	Metropolitan Borough Council
MDT	Mandatory Drug Testing
MoJ	Ministry of Justice
MoU	Memorandum of Understanding
MQPL	Measuring the Quality of Prisoners' Lives
NEBOSH	National Examination Board in Occupational Safety and Health
NOMS	National Offender Management Service
NPTC	National Proficiency Test Council
NVQ	National Vocational Qualification
NWDA	North West Development Agency
OASys	Offender Assessment System (eOASys for Probation)
OBE	Order of the British Empire
OBP	Offender Behaviour Programme
OpCap	Operational Capacity – the total number of prisoners that an establishment can hold taking into account control, security and the proper operation of the planned regime.
OPG	Office of HR Paymaster General
OLASS	Offender Learning and Skills Service
OSG	Operational Support Grade
PCT	Primary Care Trust
PCSPS	Principal Civil Service Pension Scheme
PFI	Private Finance Initiative
Phoenix	The Prison Service's Oracle-based Enterprise Resource Planning System covering finance, HR and procurement
PICTA	Prison Information and Communications Training Academy
POA	Prison Officers Association



PSA	Public Service Agreement
PSI	Prison Service Instruction
PSMB	Prison Service Management Board
PSN	Prison Service News
PSO	Prison Service Order
PSTUS	Prison Service Trade Union Side
RAF	Royal Air Force
RBRu	Ready Built Residential units
RC	Removal Centre
REAP	Race Equality Action Plan
ROM	Regional Offender Manager (Director of Offender Management, or DOM, for Wales)
ROTL	Release on Temporary Licence
SCS	Senior Civil Service
SDP	Short Duration (drug) Programme
SI	Statutory instrument
SLA	Service Level Agreement
SOCA	Serious Organised Crime Agency
SOTP	Sex Offender Treatment Programme
SSC	Shared Service Centre
SSI	Scottish statutory instrument
SQL	Staff Quality of Prison Life Survey
TTG	Through the Gate (integrated prison to community approaches)
UK GAAP	UK Generally Accepted Accounting Practice
USB	Universal Serial Bus
VAT	Value Added Tax
YJB	Youth Justice Board
YOI	Young Offender Institution
YOT	Youth Offender Team

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[www.hmprisonservice.gov.uk](http://www.hmprisonservice.gov.uk)

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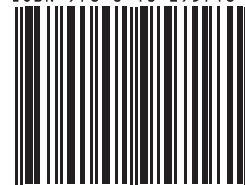
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