National Offender
Management Service

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

Between

The National Offender Management Service as Commissioner and

Her Majesty's Prison Service

for

HMP Leyhill

Local Establishment Annex 2014-15

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This document is the Local Establishment Annex 2014-15 to the South West Regional SLA 2014-17. The Regional SLA, including this Annex, has been agreed between NOMS commissioners and the Deputy Director of Custody and signed by both parties confirming the agreement.

Section 1: Service Overview

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

1. Establishment Details

Table 1: Establishment Details	
Establishment name	**HMP Leyhill**
Establishment type	**Open resettlement/ SO**
Specialist function	
Security Category / Categories:	**Category D only**
Annual Operating Price	To be agreed

2. Establishment Population

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

Table 2a: Capacity Specification	
Certified Normal Accommodation	527
Operational Capacity	527

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

Table 2b: Population Allocation Specification	
Gender:	Male prisoners only
Age:	Adults (21 and over), 21 to 24 years by agreement only
Security Category:	Category D only
Sentence Status:	Sentenced prisoners
Sentence Length / Type:	National Resource No restrictions
Offence Type:	No restrictions
Nationality:	No restrictions

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

Table 2c: Population Assumptions – Origin of the Population
HMP Leyhill is an open prison holding male prisoners aged 21 and over. The population is mainly comprised of longer sentenced determinate prisoners. This establishment mostly holds prisoners sentenced at courts in the South West and the West Midlands regions and receives most of its prisoners from the training estate as appropriate to prisoner resettlement needs. This establishment has a lifer centre.

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

OCTOBER 2014

	Cat A	Cat B	Cat C	Cat D	Male YO	Other	Total
Prisoners on remand, convicted unsentenced, or sentenced uncategorised	0	N/A	N/A	N/A	N/A	N/A	**0**
Prisoners sentenced to less than 12 months	N/A	N/A	N/A	N/A	14	N/A	**14**
Determinate prisoners serving 12 months or more but less than 4 years	N/A	N/A	N/A	N/A	92	N/A	**92**
Determinate prisoners serving more than 4 years	N/A	N/A	N/A	N/A	168	N/A	**168**
Indeterminate prisoners	0	0	0	0	245	0	**245**
Determinate and indeterminate Recallees	N/A	N/A	N/A	N/A	8	N/A	**8**
Non-criminals	N/A	N/A	N/A	N/A	N/A	N/A	**0**
Resettlement	N/A	N/A	N/A	N/A	N/A	N/A	**0**
Discretionary	N/A	N/A	N/A	N/A	N/A	N/A	**0**
Total	**0**	**0**	**0**	**0**	**527**	**0**	**527**
Resettlement	Yes	**Reset %**		All	**Reset No.**		all
Specialist Function							

SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions	
CI Title & No.	**Response to Commissioning Intention**
1. Ensure a safe, decent and rehabilitative culture **1a) There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.**	Rehabilitation is central to the role of HMP Leyhill. As a prison holding many long-term offenders moving towards release, it is vitally important that we model behaviours to enable them to resettle fully into their communities and desist from crime. We believe that it is crucial that staff assist this through a strong positive presence and that they communicate a clear sense of purpose and optimism to prisoners. The foundation to support rehabilitation requires a real emphasis on Safety and Decency and by creating a safe and decent environment at HMP Leyhill; we help offenders to concentrate on constructive and positive activities that will assist in their rehabilitation and resettlement. We enforce and maintain a zero tolerance approach to violence, the effectiveness of which continues to be measured through the Violence Management Key Performance Indicator (KPI). We actively utilise the Incentives and Earned Privileges (IEP) scheme to manage offenders who fall short of achieving the expectations set, and positively reinforce appropriate behaviours by awarding more privileges (i.e. enhanced status) to those offenders who address their offending behaviour and respect the rules. Mobile phone detectors are regularly deployed within the establishment and any phones or SIM cards found in prisoner locations are routinely sent to NDTSG for analysis with the resultant download further analysed by the prison. Prisoners are also searched on an intelligence led basis. We are a high performing prison and have historic and current ratings of ‘4’ (excellent) on PRS for the following safety indicators: Security Audit, HMIP Safety, MPQL Safety, HMIP Purposeful Regime, Safer Custody Audit and Mental Health (Self Harm). These are taken as proxy indicators as to our success in ensuring a safe and decent place to work and live. All prisoners at Leyhill have a current and active sentence plan. This is informed by good risk assessment processes utilising information from a variety of sources, both current and historic, such as previous offending history and life experiences through to current custodial behaviour. This not only allows risk factors to be addressed but also looks to build on personal strengths as a way of encouraging offenders to desist from crime and give them the skills to fully integrate into their community on release. Staff further support a safe and decent environment by:- – enforcing rules fairly and consistently – creating environments that have clear boundaries

	– not tolerating aggression, insult or degrading behaviors – getting things done – assisting prisoners to feel they can trust others, feel free of the fear of attack, believe they are in safe hands, enabling them to relax their guard Staff appraisal processes enable performance against expectations to be measured. This also helps staff to understand what they need to do on a daily basis to support the overall aim of 'Changing Lives' and 'Protecting the Public'. These formal processes supplement less formal approaches for managers to provide feedback to staff and to coach and develop them in their role. Managers communicate the need for decency and respect through regular departmental meetings that seek to reinforce a rehabilitative, pro-social approach and provide updates as to achievements made and where further effort is required. Managers support and foster the rehabilitative culture through visible leadership, coaching and modeling of the behaviors expected of staff. Visual communication around the establishment will seek to reinforce and demonstrate the factors that support desistance and the role/behaviours of every member of staff that helps to achieve the overall vision. We will also ensure that our objectives are linked back to the Regional SLA to apply the processes and procedures necessary to support the "Every Contact Matters" policy. This will be reflected in our Reducing Reoffending Strategy, with notable links to the Attitudes, Thinking and Behaviour pathway. In continuing to promote a rehabilitative culture at Leyhill, we also recognise the important of managing attitudes and behaviours of offenders whilst out of the establishment on any form of ROTL. We use feedback from employers, hostel managers and probation officers to inform our decisions on future ROTL applications and work with offenders to help them to take ownership of their rehabilitation. OMU also run multi-agency ROTL Risk Boards where feedback, as well as potential victim issues, is taken into account prior to any ROTL taking place. Each decision is reviewed at least once every six months and helps target the gradual progression on ROTL related to the offenders risk, ensuring their environment is safe and decent at all times. We will also ensure that we respond to any changes we expect to see in new policies relating to ROTL and the management of IPP and Lifer offenders and the engagement we may have with the Community Rehabilitation Corporations (prime providers), as required. We deliver aspects of a rehabilitative prison very well and will strive for continuous improvement to do this even better. The plans for achieving this are included as development objectives within this Service Level Agreement. Please see development objectives linked to this intention in Table 6 of this SLA.
1b) All who work with	**HMP Leyhill demonstrates an openness to improvement and is committed to developing and enhancing the a safe, decent, rehabilitative culture** for everyone that lives and works here by:

offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.	Constantly improving our culture through analyzing feedback given by staff, prisoners, visitors, stakeholders, partners and through the independent scrutiny and monitoring of the IMB, HMIP, and MQPL/SQL amongst others. There are regular senior management meetings that focus on such feedback and consult on how that may translate into practical policies, practice, training and support. Management and staff ensure they are visible and accessible to prisoners and visitors. This not only ensures issues are dealt with quickly and effectively, but that such interchanges can be seen in the grounds, on the living units and in places of work and recreation providing further assurance to everyone in our community that all such contacts are conducted with a high degree of decency and pro-social practice. **We conduct, an assessment of the prison's strengths and weaknesses:** Our last HMIP Report (2012) described Leyhill as:- • A safe prison where prisoners felt protected • Operating an environment conducive to low levels of self-harm and violence • Adopting a proportionate attitude to risk which had seen the number of absconds fall sharply • An establishment where positive mandatory drug testing rates were low • Effectively managing risk enabling an impressively large number of offenders to undertake paid or community work outside the prison • Enabling men who had served long sentences to prepare for their eventual release back into the community, equipping them with the skills they would need to hold down a job • Providing good time out of cells with a good range of work and vocational training opportunities • Providing practical help with resettlement needs, such as accommodation and money worries We also work continuously to ensure we meet HMIP expectations and strive to always improve the rehabilitative culture at Leyhill. This process will also be replicated on publication of our SQL and MQPL reports that are due in February 2014. **HMP Leyhill involves staff, prisoners and other key stakeholders** in generating ideas and actions to improve the culture, and create roles for staff or prisoners to enhance the culture via:- • Management representation on our Prisoners' Consultative Committee (PCC) • A Prisoner Diversity Consultative Group (PDCG) • Drop-in sessions (themed) for prisoners to discuss any issues they have with members of staff • Targeted focus groups • Prisoner representation at our Safer Custody meeting to discuss ACCT and violence reduction Please see development objectives linked to this intention in Table 6 of this SLA.

1c) Efforts are made to ensure offenders experience the environment as safe	We actively promote a safe, positive, rehabilitative culture amongst all our staff and prisoners by ensuring high quality staff/ prisoner interactions (following a policy of Every Contact Matters), and a zero tolerance to violence. This is achieved by: 1) An analysis of security/ violence/ safer custody data is discussed at the monthly SMT and at the monthly Safer Custody Meeting. Minutes from the Safer Custody meeting are made available to staff. This allows them opportunity to examine the current levels of violence in the establishment and to be aware of their own responsibility to challenge negative and unhelpful attitudes, perceptions and behaviours. This helps provide the platform for staff to use appropriate authority consistently, fairly and confidently. 2) An effective management of violent incidents. Even though overt violent incidents are rare in HMP Leyhill due to its CAT D status, the prison is firmly committed to national policy of a zero tolerance to any form of violence. This is monitored through the PRS Violence Monitoring metrics. IEP reductions, police referrals and adjudications are some of the indicators that ensure that violent episodes are dealt with correctly and thoroughly by the establishment and remain a rare exception. All assaults and fights are reported through the hub. The Performance Manager and Safer Custody Manager have a managerial oversight of the required actions and work through those that are deficient. 3) Ensuring that prisoner feedback is heard and acted upon by monitoring and learning from: • A prisoner led advice centre • Management representation on our Prisoners' Consultative Committee (PCC) • A Prisoner Diversity Consultative Group (PDCG) • MQPL recommendations • Drop-in sessions (themed) for prisoners to discuss any issues they have with members of staff • Targeted focus groups • Prisoner representation at our Safer Custody meeting to discuss ACCT and violence reduction • Prisoner Complaints 4) Fully utilising the Sentinel risk management system, which monitors and highlights when a prisoner exhibits behaviours that may lead to potential risk of harm to others 5) Gather and share intelligence via case conferences & Information Reports submitted via Mercury as well as through observations from both staff and prisoners. We also use this information to tackle the availability of drugs and mobile phones and use this multi-agency approach to prevent prisoners form continuing criminality from within the prison and as an aid to reduce absconds.
	In relation to 1d (risk assessment, risk management and security) and 1e-g (intelligence, tackling mobile phones and drugs, preventing criminality in prison) Please see response in the South West Regional SLA.

2. Strengthen integration of service delivery between directly funded, co-commissioned providers.	**2a) There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.** We work with a wide range of partners with the aim of joining up the whole system to ensure better outcomes for offenders. The governance and interface with some of our key partners is detailed below and supported by a number of development objectives in Table 6 of this SLA: Prisoners on arrival at Leyhill will have these needs identified via OASys and OMU interviews. Prisoners will attend induction interviews and during this, assessment and diagnostic tools are used by our partners Weston College and NCS staff. This provides early indication of the needs of prisoners as they arrive. Segmentation data allows us to identify the needs of our population and provides another means to verify offending behaviour needs and Risk of Harm. On completion of this a set of objectives are identified that may include Learning & Skills needs and Offending Behaviour targets. To manage this we have weekly sequencing meetings and identify which prisoners are identified for which courses; these are attended by partners. Weston College (OLASS 4) create their business plan based on this information. QIG meetings ensure quality of delivery is monitored locally and regionally where prison representatives attend. Contract management meetings are held monthly with partner agencies and cover Education, substance misuse services and partnership agencies. Where offending behaviour needs are identified and there are also Literacy and Numeracy issues, sequencing of Education needs to support offending behaviour needs prior to offending behaviour work is considered. Commercial activity within Industries is also supported via Education with qualifications that support the delivery of commercial contracts. The Reducing Reoffending meeting brings together all partner agencies to identify performance issues and ensure partner working relationships are maintained. Health Services and Psychosocial Services delivered by partners NHS England have governance arrangements where we attend. Quality and delivery of service are ensured via this forum. Prisoner representatives sit within the Prison Health Action Group co chaired by the health provider and prison and looks at the quality of delivery of health services within the prison. We also involve prisoners as mentors and orderlies in Education, substance misuse services and offending behaviour programmes which allows for user involvement in decision making. Please see development objectives linked to this intention in Table 6 of this SLA.

	2b) Facilitate the ongoing operation of mandating day one entry of prison leavers onto the DWP Work Programme and any future changes through the introduction of Universal Credit. DWP staff (Employment Benefit Advisers) will work alongside our other resettlement services. They will be provided with an office with space for private interviews and have a standalone broadband and telephone line for each member of staff. The EBAs will participate in regular discharge boards and will be provided with data on releases via the resettlement staff and also have access to P Nomis. EBAs will join the weekly resettlement meeting and will be able to express any concerns about non attendance for interviews. The establishment understands that the resources needed by DWP are likely to increase as Universal Credit is rolled out. The need for additional accommodation, telephony and broadband is being planned for as part of the move to resettlement prisons. Please see development objectives linked to this intention in Table 6 of this SLA.
	2c) Work together with NHS England and Public Health England in line with the National Partnership and Co-commissioning Agreement to ensure that NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody support both health and justice outcomes and: **1. Are informed by an up to date Health Needs Assessment24 taking account of the reconfiguration of the custodial estate including the creation of Resettlement Prisons** **2. Support sustainable recovery from addiction to drugs and alcohol and improved mental health including dual diagnosis;** **3. Promote continuity of care from community to custody, between establishments and through the prison gate in partnership with new providers of probation services;** **4. Are implemented alongside efforts to reduce the supply of drugs and alcohol in to prisons and the diversion of prescribed medication.** HMP Leyhill is working closely with providers of healthcare and substance misuse services through our local Healthcare Delivery Board which meets monthly and through representation of healthcare on the establishments SMT through our Healthcare Manager. This governance provides a mechanism to identifying and addressing delivery and strategic issues such as planning around continuity of care and forthcoming impacts of changes to the estate from the Transforming Rehabilitation Programme. We are developing a Local Delivery Agreement in line with the National Partnership Agreement between NOMS, NHS England and Public Health England. Our shared priorities from April 2014 include retendering of our Cruse Bereavement Care service, refreshing Health Needs Assessments, ensuring each offender that requires it has a Personal Care Plan and developing the use of our Palliative Care Unit which is a national resource. We are also working closely with health and substance misuse providers to promote recovery from addiction by working to reduce the supply of drugs and alcohol into prisons and the diversion of prescribed medication through appropriately sharing of information and intelligence. Please see development objective linked to this intention in Table 6 of this SLA.

	2d) Work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves. We continue to develop our work around Palliative Care we are working with RECOOP to integrate their delivery of living wills; allowing prisoners to express their wishes earlier. The Palliative care Unit could be more widely marketed but would need to be resourced appropriately as Healthcare, Social Care and Discipline staff are all required. Continuity in providing Family Liaison Officer support is a potential issue and there is a significant management cost to ensuring processes are in place and in managing the eventual Death In Custody and subsequent PPO investigations and inquests. Again we will have an objective to develop contingency plans around this for this reporting period. Please see development objective linked to this intention in Table 6 of this SLA.
	2e) In England - work with Local Authorities, (LA's), to promote inclusion of, and maximise benefits to, offenders` families HMP Leyhill recognises that supportive and pro-social family / marital relationships is one of the key factors linked to desistance and provided a range of enhancements to visits with regular family days and a good visits environment supported by the provision of a Family Liaison Officer Work in this area is lead and supported by our Head of Residence. Establishing relationships with our Local Authorities and developing a shared delivery plan (which includes sharing aggregate and individual data to identify families meeting the Troubled Families programme criteria) is being developed and is subject to a development objective in Table 6 below.
	2f) In England - Continue to improve access to a pathway of new and existing services for offenders with severe personality disorders. Services are primarily targeted at men who present a high risk of serious harm to others and women who present a high risk of committing further violent, sexual or serious criminal damage offences. Services are co-commissioned with NHS England Specialised Commissioning to support health and justice outcomes. Specialist co-commissioned PD services are available in a number of prisons regionally and nationally. If any prisoner is assessed by specialist staff as having a developed a need for these services while in our care, priority will be given to their transfer.

	2g) In England - Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to make prisons places of work and strengthen the focus on employability. Enhance access to mainstream learning and employment services for offenders on return to the community. The Head of Reducing Re-offending facilitate monthly prison based multi-disciplinary partnership meetings to discuss all aspects of learning and skills delivery and performance. The Head Reducing Reoffending holds regular formal and informal meetings with the provider Education Manager. They report to the Cluster OLASS/ Learning and Skills meetings facilitated at regional level. This ensures alignment with regional and national learning and skills policy and priorities and the movement of funds, where deemed appropriate. We have clear agreed governance for our meetings; minutes are recorded and action plans are in place. We access reliable labour market information pertaining to the areas into which prisoners will be released. This is used to inform our curriculum, which is constantly reviewed, so as to meet the needs of a diverse and changing prison population and maximise employment opportunities. We have established good relationships with employers and colleges in resettlement and we regularly refer prisoners to them. Prisoners can access to work related and vocational training and preparation for employment. All prisoners are screened for functional skills needs on reception and, where a need is identified, a full assessment is undertaken by the OLASS provider and maths and English courses are offered as a matter of priority. Our regimes are planned so as to reduce any interruption to a prisoner's learning; sentence planning and IEP are used to effect in securing prisoner engagement in their learning. Working in collaboration with our OLASS provider, we are closely monitoring recruitment, attendance and punctuality and we are planning and maximising our resources to ensure that prisoner achievement is optimised, using our OLASS budget to the full. Please see development objective linked to this intention in Table 6 of this SLA.
	2h) In England - strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment. We assess the labour markets that take the majority of our shorter term discharges and where there are likely to be opportunity for prisoners. OLASS provision is commissioned with these needs in mind. We have worked very closely over many years with a range of employers who provide over 100 ROTL opportunities for prisoners each week. These placements can and have led to job opportunities on release, but the majority of the opportunities are to test and monitor long-term prisoners prior to release. We also have mature links with a wide range of local charities with who provide a considerable number of ROTL opportunities for voluntary work.
3. Deliver an efficient quality service.	**3a) Target resources on evidence-informed intentions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to relate to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.** We develop the use of segmentation data to ensure that we deliver appropriate services and interventions and continually monitor our delivery

	against NOMS service specifications, resourcing where we under perform and use dynamic management to identify where we are exceeding the minimum requirements We also align sentence planning with the seven pathways of Reducing Reoffending and this will be enforced through the development of our new Reducing Reoffending Policy. We also ensure that an offender's expectations are structured from arrival as part of this process. Please see development objective linked to this intention in Table 6 of this SLA.
	3b) Have robust quality assurance processes in place to ensure offender services are (i) delivered as they are intended (i.e. with integrity and as planned and designed) and (ii) that they are effective. We also use the following processes and tools to ensure we deliver and efficient quality service:- • Audit procedures (local and national) • Ensure we work continuously to ensure we meet HMIP outcomes • Ensure we work continuously to ensure we meet MQPL outcomes when the report is published in early 2014 • Ensure we work continuously to ensure we meet SQL outcomes when the report is published in early 2014 • The use of Risk Registers • The use of Assurance Statements • Ensure we act upon IMB recommendations where appropriate • Ensure we act upon PPO recommendations where appropriate • List of control measures to support performance improvement in key performance targets We also intend to align the processes listed above to develop a new Assurance Framework for 2014-15 to enable robust performance assessment It is also our intention to review Offender Management in 2014-15 in light of the thematic review recently published Please see development objective linked to this intention in Table 6 of this SLA.
4. Ensure delivery is matched to population, purpose and NOMS outcomes.	At HMP Leyhill we have three distinct groups of offenders – Determinate, Lifers and IPP's. The proportion of our Lifer and IPP populations does mean that we have a large high risk group of offenders and subsequently a relatively large proportion of offenders are aged and disabled. At Leyhill we ensure that all interventions appropriate for an offender will be recorded on their sentence plan. Due to this type of population it is not possible to adopt a one size fits all approach to resettlement and we target our resources and interventions accordingly to ensure that a rehabilitative culture permeates throughout the establishment. An example of how we continue to achieve this is, for this reporting period, to ensure we adopt clearer procedures around treating Lifer and IPP offenders differently. . We also recognise the Importance of equalities, diversity and safer custody when working with this integrated population.

	A large part of ensuring we are able to offer offenders targeted rehabilitation progression OMU review their OASYS record on arrival into open conditions and are reviewed every twelve months. These checks inform decisions around ROTL and this is not granted until this process has been completed. MAPPA, VISOR and the Risk Management Plan are also updated at the same time for input to the ROTL Risk Board. Pre-checks of IPP and Lifer offenders are also conducted by a Custodial Manager in OMU so we can give assurance that Parole Board decisions or actions have been completed prior to arrival in open conditions. This helps reduce inappropriate transfers, potential abscond risks and informs staff of risk areas to focus interventions. We have a range of external work placements that enable us to place a proportion of risk assessed offenders into the community each day on Temporary Licence (ROTL). Work will be done throughout this year to ensure that this opportunity is sentence plan-driven and separate although aligned to, Lifer and IPP progression. External employment provision will also be redesigned to enable alignment between ETE pathway interventions and assessed individual need. Table 4a is the minimum service that every prisoner will receive should they require it and Table 4b also includes additional services provided to prisoners based upon their OGRS and assessed level of risk. Using this process we ensure that resources are prioritised appropriately, increasing the intensity of impact in line with the likelihood of reconviction. HMP Leyhill's primary function is to prepare prisoners for release and assess and test their Risk of Harm on release At Leyhill most prisoners have an OGRS score of 0-24 but our intensity of delivery is based on the individual prisoner need analysis such as behavioural concerns, risk of harm and the Risk Matrix 2000. The analysis of OGRS data will be used as a key indicator in ensuring that our interventions are cost effective. During 2014-15 we will ensure that we highlight what our Core and Additional Offer is in relation to our percentage of older prisoners and prisoners with profound disabilities. This will determine our ability to manage resource intensive cases, particularly around mental health and personality disorder and palliative care. To ensure we target our rehabilitation accordingly we breakdown resource requirement under the following headings:- Risk:- • OGRS • Reducing risk of harm • Reducing risk of reoffending • General risk management. • OASYS/sentence management Decency:- • Palliative Care • Social Care

	• Disability • Mental Health Wellbeing We do align these services in understanding our local population as the more long term complex prisoners we take, on a risk basis, the higher the likelihood that they come with other resource intensive support needs such as wheelchair use, a regular hospital treatment programme or continual medical intervention. We monitor this through evidence informed practice such as multiagency monthly meetings around prisoners with additional support needs, personal plans for some prisoners and a screening process for indeterminate prisoners before they are allocated to Leyhill. Further examples of targeted interventions, based on risk and support needs are below:- Low Intensity Risk:- • Allocated to an Offender Supervisor (less likely to be allocated to a Probation Officer) • Monitoring of OAYSYS Risk of Serious Harm Ratings • Allocation of a Personal Officer • Information from the prisoner led Advice Centre • Encouraged to work towards Enhanced IEP status • Service from the Core Rehabilitation Offer Medium Intensity Risk (as above plus the following):- • Allocated to an Offender Supervisor (more likely to be a Probation Officer) • Drug misuse interventions • Allocated to a Psychologist • Ad-hoc case conferences • Potential security nominals • P-Nomis flags and case notes • A Level of MAPPA involvement High Intensity Risk (as above plus the following):- • Allocated to a Probation Officer • Sentinel – This is a High Risk Management Service for High Risk Offenders operated by the Regional Psychology resource and is an important tool to inform targeted interventions • OGRS analysis prior to a Risk Board or HDC decisions • National Crime Agency • Extremism • VISOR Low Intensity Support Needs:-

	• Allocation of Personal Officer • Support through Work Place Supervisors. Medium Intensity Support Needs:- • Allocated to a DLO • Peer Support • Allocated a named orderly (low level social care) • Healthcare involvement • Low level physical adjustments • Lobster Pot • RECOOP High Intensity Support Needs:- • Palliative Care • Higher Level Social Care • Modified Accommodation • Significant Healthcare Involvement • Access to Mental Health Services • Mobility Aids • PEEP • Personal Plan • Family liaison Offenders at Leyhill are also risk assessed prisoners to ensure that they have appropriate levels of supervision within the accommodation areas according to their risk and support needs. We monitor changing risk through intelligence led information such as: - • Security Meeting • Operational Meeting • IRMT • Case Conferences • OASYS (Assessment on arrival and review of risk level for open conditions) • Sentinel • P-Nomis Case Notes • Information Reports • Drugs/Alcohol/MDT Information • Liaising with Offender Supervisor/Probation Officer

	• Personal Officer To further support this work in 2014-15 we intend to formalise case conferences, develop a policy about adjusting risk levels, seek adaptive work placement and external opportunities and construct a Needs Analysis for the establishment to ensure we have a robust method to test cost effectiveness.
5. Ensure delivery of services is responsive to equality characteristics and individual needs to maximise outcomes.	**5a) Individual need and characteristics are identified, assessed for significance and monitored.** We have a number of standard processes for identification and assessment of individual needs within first days in custody which include healthcare screening, education assessments, equalities questionnaires, safer custody and cell sharing risk assessments. In addition we recognise that a number of offenders may have possible unidentified learning disabilities and mental health problems. To meet this need we have additional screening and assessment arrangements in place for these areas of need and strategies for sharing assessment information across partners. These processes are monitored to ensure they are of a good standard and delivered as expected. The results are used to develop individual plans where offender needs are identified. Individual needs are monitored through a range of tools such as the OASys sentence plans, ACCT plans, Care plans and Individual learner plans. In addition we monitor the needs of our populations against the services and activities received in order to ensure that appropriate services and interventions are in place and adapted to meet needs, and to ensure that groups with particular characteristics are not discriminated against. Individual needs may arise from enduring characteristics such as age, ethnicity or disabilities or could be more temporary, for example bereavement or depression. We ensure that our staff have adequate training so that they are able to identify offenders who may need additional support and can take appropriate action. Data on all protected characteristics is collected from all prisoners and recorded on Prison-Nomis.
	5b) information on individual need and characteristics is used to sequence and adapt service to individual need. Information gained is then used to develop an individualised plan which adapts and sequences services to maximise the benefit to the offender, using OASys which is monitored annually or when a significant change occurs. Additional reviews will occur if necessary. Staff receive information and training to support them in recognising barriers to engagement that may arise owing to factors such as age, sexuality, disability and challenging behaviours.

6. Deliver priority national or specialist services.	**6a) Engage with existing local structures and ensure that training and awareness is embedded among key staff groups, in order to deliver on the identification, assessment and management of extremist offenders. Ensure referral, where appropriate, to interventions (including Channel), structured assessment (including Extremism Risk Guidance (ERG22+) and structured interventions including Healthy Identity Intervention (HII)) and, within prisons, faith-based programmes (including Tarbiyah & Ibaana) according to offender risk and need.** In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Leyhill will ensure delivery in the key thematic areas of Intelligence Gathering & Management; Offender Management and Public Protection; and Interventions & Resettlement, as assessed by NOMS HQ. HMP Leyhill will also ensure that any recommendations related to the identification, assessment and management of extremist offenders which are identified in year through the NOMS assessment process are implemented within reasonable timescale.
	6b) Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable delivery where in-house capacity does not exist. HMP Leyhill will develop and implement a plan by June 2014 for the creation of a supportive environment which will enable delivery of victim-offender conferencing (RJ). The plan will focus on developing; • Awareness of RJ amongst relevant staff groups • Partnerships with organisations and local commissioners to support delivery of RJ • Infrastructure to support delivery, including development of; • a single point of contact for RJ • agreed referral processes with partners • processes which contribute to suitability and risk assessments • appropriate gate procedures for entry into the prison of victims and other participants • appropriate rooms are available for the conference to take place • integration of RJ into sentence planning

	6c) Ensure the efficient use of prison places through the development and implementation of local bail strategies and use of HDC for appropriate offenders, including making full use of Bail Accommodation and Support Service. - HMP Leyhill will continue to utilise our HDC strategy which ensures that all prisoners eligible for HDC who cannot provide an accommodation address are routinely offered accommodation through BASS. - Stress the importance of liaison with the licence supervisor (offender manager) and ensure that releases to BASS are credited as 'suitable and settled' for the purpose of delivery levels - Ensure that BASS is considered as an option when non-BASS HDC placements fail
	6d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners. HMP Leyhill is committed to providing employment for all prisoners of working age. We have an extensive range of prison industries on-site and we commit to delivering an average 32 hour working week for prisoners across these various industries (to be reviewed in light of competition benchmarking when completed). Our Commissioning and Commercial Contracts Manager will work with local partners and One3one where appropriate to ensure commercial and economically beneficial work possibilities are maximised within our resources and plant. We will also ensure prisoners are afforded the opportunity to acquire vocational qualifications in these workplaces, thereby enhancing their employment prospects upon release.
	6e) Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links HMP Leyhill will develop a local strategy for extending use of video conference facilities by April 2014 that is consistent with the NOMS Video Action Plan, ensuring that use is consistent with type of establishment and makes maximum usage of existing/planned facilities. Our Head of OMU will be the establishment lead for the NOMS video action plan and will establish and maintain relationships with the relevant stakeholders.

Table 4a: Rehabilitation Services		
This table should reflect all NOMS Commissioned and NOMS Co-Commissioned services delivered as part of the Core Rehabilitation Offer. It is assumed all the services described below are available to all prisoners with an identified need: therefore targeting information is not applicable to this section. It is understood that these services may change in year as a result of the Through The Gate competition and tendering process.		
Rehabilitation Services in Custody	**Name of Service** **Service Description**	**Commissioning Arrangements** (NOMS Locally, Regionally or Co-Commissioned)
Staff support and encourage prisoners to participate fully in rehabilitation services	• **Outstanding rehabilitative need** is identified and discussed with prisoners at induction. Information on this is shared with all who work with the prisoner so that they can be encouraged and supported to engage with appropriate services. • **Risk management** – all staff will make effective use of information sharing (such as the observation book, handover / daily briefing sheets) and monitoring mechanisms as part of their core tasks that contribute to a safe and secure, decent rehabilitative environment. This will also include ensuring that all information on the range of available rehabilitative services is maintained and up to date • At HMP Leyhill we operate an **integrated IEP system** that ensures all staff and prisoners have the ability to influence attainment levels through engagement with rehabilitative activity.	Commissioned in partnership with region
Prisoners are made aware of their responsibilities in engaging with and accessing services	• Information on induction • At HMP Leyhill we operate an **integrated IEP system** that ensures all staff and prisoners have the ability to influence attainment levels through engagement with rehabilitative activity. • Prisoner rep groups • Personal Officer scheme • Electronic info points on each living unit • Notice boards	Commissioned in partnership with region
Prisoners anti social attitudes, thinking and behaviours are addressed by staff	• Through our **Every Contact Matters** agenda we will aim to ensure prisoners receive consistent messages. This includes, but is not limited to, encouraging prisoners that they can change and promoting a sense of personal responsibility by having offender representatives on several diversity committees and management representation at each prison council discussion.	Commissioned in partnership with region

through pro social interaction and engagement	• • We will take active measures to promote and improve understanding of the importance of **demonstrating pro-social behaviours and attitudes** at all levels, and use existing internal communication and line management arrangements to help embed effective practice and encourage a culture of continuous improvement • We will **measure the impact** we are having through assessing trends in adjudications, violence management and MDT data and longer term through the findings from external scrutiny such as MQPL and HMIP visits**.** • **A prisoner council** exists, which is encouraged to highlight good practice across different units/departments within the prison – this enables us to identify where we may need to develop further, positive staff interaction with prisoners. • **Our New Way**",- In collaboration with the regional HRBP we are currently exploring how we might embed coaching principles into every day staff and staff/prisoner interactions to create a pro-social culture which values growth and learning in both staff and prisoners.	
Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	• **Employment and Benefit Advisors** – we will ensure that prisoners are given access for assistance regarding future job prospects or for support onto the DWP work programme and in applying for job seekers allowance. • OLASS provision of **basic skills (level 1) training** which enables prisoners to engage with the regime as well as providers of rehabilitative services • **Contact details for existing community based services** are maintained and accessible to all prisoners	Co-commissioned national contract - DWP Co-commissioned National SFA Co-commissioned local
Prisoners can access services that enable them to manage housing needs created as a result of their custody.	• Stonham – **housing benefit advice;** maintaining tenancy agreements • Provision of **Housing advice leaflets**	National commissioned Contract Co-commissioned local Authority

	• Prisoners have access to the **contact details for existing housing services providers.**	Co-commissioned local
Prisoners can access services that enable them to seek settled and suitable housing for release.	• NACRO – **Housing Information and Advice Service** - including maintaining tenancy agreements as well as support for securing settled accommodation • Stonham – **provide services enabling prisoners manage their accommodation needs in preparation for release** • Provision of a **housing advice leaflet** • Prisoners have access to the contact details for existing community based housing services	Regional contract co-commissioned National contract commissioned Services commissioned from LA Co-commissioned local
Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	• Prisoners are provided with a debt advice pack • Prisoners are provided the contact details for existing community based debt management services • DWP - Assistance to close down and reinstate benefit claims • Money Advice UK – providing signposts and contact details for offenders to deal with financial issues	National contract with CAB Local commissioning arrangements /agreements Co-commissioned national contract - DWP Locally Co-commissioned
Prisoners can access available services which enable them to address their family welfare and family	• **Domestic & Family Visits** • Prisoners are signposted to community based services that support prisoners families	Locally commissioned services

support needs.		
Prisoners have equivalence of access to health services in custody as in the community.	• On reception, prisoners **current health needs assessment** is reviewed, prisoners are subsequently signposted and supported in tackling any additionally identified needs • Prisoners are provided the **contact details for existing community health related services** • Prisoners have **access to Primary and Secondary health services**, including mental health services, commissioned through Health including: Doctor-GP service, Dentist, Nursing care, Optician, Physiotherapy	National Co-commissioned NHS England Local Authority Director Public Health Co-commissioned Locally Co-commissioned
Prisoners can access treatment, services, advice and support around drug and alcohol needs.	• **NHS England** - On reception, all prisoners have an individual health assessment. Essential immediate clinical needs are met. Stabilisation, detoxification and observation are undertaken as appropriate. • **NHS England** offer ongoing clinical and psychosocial support is provided based upon the needs of the prisoner. • The prison is engaged with **NHS England** in order to ensure that prisoner needs are understood and the commissioning strategy is suitable. • Prisoners have access to the contact details for services that can support them with their drug and alcohol needs via the **Substance Misuse Team, Narcotics Anonymous, Alcoholics Anonymous and Cocaine Anonymous**	National Co-commissioned NHS England Local Authority Director Public Health Co-commissioned Co-commissioned as appropriate Local Commissioned / Co-commissioned
Prisoners who have experienced domestic violence,	• Prisoners are provided the **contact details and enabled to engage with existing appropriate community based services that support victims of domestic violence, rape or abuse**	Local Authority Co-commissioned

rape or abuse can access services that offer them advice and support.		
Prisoners who have been sex workers can access services that offer them advice and support.	• Prisoners are provided **the contact details and enabled to engage with existing appropriate community based services that support sex workers**	Local Authority Co-commissioned

Table 4b: Rehabilitation Services - Additional Services Offer			
Using segmentation and local data sources to target resources where they will deliver the greatest outcomes for investment - this table should reflect the case management activity, risk management activity and rehabilitative services and interventions, delivered within the establishment which are **additional** to the core offer			
Segment	**Total no. of Prisoners within Segment** • Use the segmentation data tool on the NOMS Performance HUB to get the numerical data you need to populate this column	**Strategic approach to meeting the needs of the segment.** **Title and description of rehabilitative services/interventions and case management activities:** • Give the title and a brief description of the case management activities offered to offenders in each segment • Give a brief description of the range of rehabilitative services and interventions offered to offenders by segment. Include any accredited programmes on offer. • Use the guidance on targeting in Commissioning Intention 4a • If a service or intervention is available across more than one segment (for example – TSP may be available to both sex offenders and violent offenders) then state it in each applicable box, making clear in the next column the number of completions relating to each segment.	**Indicate whether the service or intervention is commissioned or co-commissioned and the number of offenders who will be able to access the intervention or service annually** • For accredited programmes give the number of completions • It is not necessary to record volumes for case management activities
All Offenders – where service targeted by need rather than risk	**512**	Alcoholics Anonymous Groups – to maintain abstinence from alcohol Narcotics Anonymous Groups – to maintain abstinence from narcotics Cocaine Anonymous Groups – to maintain abstinence from narcotics Smoking Cessation Support Groups – to provide support and develop abstinence from smoking Healthy eating programme – to provide education, advice and support to reduce obesity **OLASS** living on a budget course – improving life management skills Story Book Dads – assistance to enable offenders to engage with their families via recorded media **Prisoner Led Advice Centre** – directing offenders to appropriate contacts for housing as a result of their custody • **Toe by Toe** – peer mentoring reading scheme • **One To One Maths** – peer mentoring maths scheme	Locally Co-commissioned AA: 1 group once per week – accessible to all interested offenders NA/CA: Session times to be agreed Smoking cessation: 1 group each week in healthcare 10 places at any time – roll on roll off. 3 courses annually – 20 per course

		• **Supervised Prisoner Community Work Parties** – external placements for a proportion of risk assessed offenders • **Prisoner Led Advice Centre** – directing offenders to appropriate contacts for employment and training on release	
Sexual Offenders	**All sex offenders: 90** **Of whom 19 are low OSP;** **and 12 are high OSP but low OGRS** **9 are both OGRS >50 and higher OSP**	The general expectation is that most sex offenders will come to Leyhill having already accessed accredited sex offender treatment where sentence length and assessed need dictates. As our role is to test for release and monitor Risk of Harm (RoH), intensive accredited treatment programmes are not provided at HMP Leyhill. Should any prisoner be assessed locally as requiring treatment, then they are prioritised for transfer to a prison offering that service if they are eligible. Where OASys has not already been completed, we will prioritise sexual offenders for early OASys completion and subsequent reviews, (as well as violent offenders, and ensuring OASys is completed for those with the shortest time left to serve).	
Violent offenders	**All violent offenders: 205** **Of whom 81 are low OGRS** **15 are OGRS 25-50 and Medium or above on OVP (30 and above)** **2 are OGRS 50+ and high OVP (60 and above)** **11 are OGRS**	The general expectation is that most offenders will come to Leyhill having already accessed appropriate accredited treatment where sentence length and assessed need dictates. As our role is to test for release and monitor RoH, intensive accredited treatment programmes are not provided at HMP Leyhill. When all offenders arrive in open conditions there is a need to update their OASys, we will prioritise violent offenders for early OASys completion and subsequent reviews (as well as sexual offenders, and ensuring OASys is completed first for those with the shortest time left to serve). We will take **OVP** into consideration when targeting activities and services for violent offenders.	

	50+ but low OVP (below 30 on OVP) **3 are OVP > 60**		
Indeterminate Sentenced Prisoners (ISPs)	**239** **Of whom 133 are convicted of violent offences** **And 29 are convicted of robbery**	The intensity of case management for ISPs will range from medium to high and will vary over the course of their sentence, (including risk of reoffending, violence, sex offending etc). Case management sessions will be staged around key events in their sentence and will focus on preparing for/consolidating learning from a programme, reviewing progress, addressing any setbacks, and helping the offender plan next steps. Offenders who are approaching earliest release date will be prioritised for access to interventions although consideration on a case by case basis where this means that a determinate prisoner could be released without treatment.	
Low likelihood of any reconviction OGRS 0- 24%	**233** **Of whom 81 are violent and 69 of these are also low on OVP** **Of whom 42 are convicted of acquisitive offences** **And 37 are convicted of drugs offences** **Most of the acquisitive/drugs offenders**	**Low intensity case management** for offenders in this OGRS band except for violent offenders with OVP of 30%+, sexual offenders assessed as medium or high risk of serious harm or indeterminate sentenced prisoners. **Low intensity case management includes:** Offender Supervisor review of sentence plan. Offenders will have access to their Offender Supervisor via an Application or via a drop-in surgery. We will put in place an approach based on 'Every Contact Matters' to ensure that all staff who have contact with offenders understand their role in contributing to rehabilitation, and feed back on any relevant contact to the OMU and Offender Supervisors. **Risk management** – security considerations inform decisions about the targeting of risk management activities as does the offender's risk of serious harm rating (regardless of their OGRS band). • **Our minimum risk management** approach for all offenders is based on partnership between the OMU, Residential Units, Security Department and others as required, so that all risk information is shared. • **Medium ROSH ratings** prompt a pro-active approach to observing and recording behaviour, and sharing information across the prison. When	

	have less than 1 year to serve.	appropriate multiagency case conferences will be arranged to determine future management options for the offenders. • **High/Very high ROSH ratings** are prioritised for highest levels of risk management, which includes discussion at inter-departmental risk management meetings in cases of greatest concern. Offenders within this OGRS band will have access to the core rehabilitative offer as per table 4a. In general, **no additional rehabilitation services** are offered to offenders in this OGRS band (see specific approaches above for violent offenders, sexual offenders and indeterminate sentence prisoners).	
Medium likelihood of any reconviction OGRS 25-49%	**151**	**Low Intensity case management will be provided (as described in 0-24% above)** for offenders in this OGRS band, except for violent offenders with OVP 30%+, sexual offenders assessed as medium risk or higher or indeterminate sentenced prisoners. **Additional Accommodation, Employment, Families and FBD services (as listed in OGRS band 50-74% box)** – Offered to offenders within this OGRS band where spaces are not taken by higher OGRS offenders.	
High likelihood of any reconviction OGRS 50- 74%	**111** **Of whom** **2 are recalls**	**Medium Intensity case management will be made available to as many offenders in this OGRS band as resources will allow.** We will begin by prioritising violent offenders with OVP 30%+, sex offenders and all indeterminate sentenced offenders for this level of service. **Medium intensity case management includes:** One to one supervision, recognising achievements / reflecting on setbacks and planning for positive change, motivation to maintain or make progress, consolidate learning, observe changes in behaviour or attitudes etc. This is a large group so we will schedule one to one sessions in response to events in each case, with the frequency and length of appointments increasing for those closest to release and those who present the highest risk of serious harm. **Short sentence prisoners and those in the last 12 months of their sentence in this OGRS band who** are nearing the end of their sentence, will be prioritised to access rehabilitative services to support their resettlement needs. Contact will be made with public protection agencies, as required, in preparation for release. **Acquisitive offenders:** We are working with co-commissioning partners to ensure that acquisitive offenders who need drug treatment are able to access it. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment.	

		Accommodation • **Stonham Housing** - providing mentoring to support Offenders in finding accommodation **Employment** • **OLASS provision of employability skills** including CV writing and interview techniques **Families** • **Family days/child centred visits** – (all offence types) to develop and maintain family contact and enable consolidation of learning from parenting and relationship skills course • **Maintaining family relationships** – story book Dads	National Co-Commissioned Regional Co-Commissioned Quarterly family days National Co-Commissioned
Very high likelihood of any reconviction OGRS 75-89%	**17** **Zero convicted of robbery and four of acquisitive offences**	**Highest intensity case management** will be made available to as many offenders in this OGRS band as resources will allow. We will begin by prioritising violent offenders with OVP over 60% high risk of harm sex offenders and indeterminate sentenced offenders approaching tariff. **Highest intensity case management is** as medium intensity but with more frequent / longer supervision sessions (with a clear purpose linked to the aims of the sentence plan), and active advocating for offenders where they may need help in accessing services to reduce re-offending.. **Acquisitive offenders:** The prison is engaged with Public Health England in order to ensure that prisoner needs around drug misuse are understood and the right services are available at HMP Leyhill. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment. **Short sentence prisoners:** those that are nearing the end of their sentence will be prioritised to access rehabilitative services to support their resettlement needs. **Additional Accommodation, Employment and Families services (as listed in OGRS band 50-74% box).**	National Co-Commissioned
Extremely high likelihood of any reconviction (prolific) **OGRS 90-100%**	**Nil**		

Table 5: Accredited Programmes provided in the establishment	
Does this establishment deliver NOMs Commissioned accredited programmes?	No

Table 6: Development Objective		
CI Title & No.	**Objective**: Describe a SMART objective including what you want to achieve how you will measure your success and key milestones	**Does this contribute to a regional objective (yes/no)**
1a) There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.	A further development objective for OMU in 2014-15 is to set up an out-of-hours prisoner drop-in facility so those offenders out of the establishment during the routine working day can still speak to a member of staff face-to-face. This will help further embed ECM. This will be completed by May 2014, led by the Head of OMU and its effectiveness measured by feedback from the monthly OMU departmental meeting.	Yes
1a) There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.	We will also ensure that our objectives are linked back to the Regional SLA to apply the processes and procedures necessary to support the “Every Contact Matters” policy. This will be reflected in our Reducing Reoffending Strategy, with notable links to the Attitudes, Thinking and Behaviour pathway. This will be completed by May 2014, led by the Head of Reducing Reoffending and its effectiveness measured by feedback from existing SMT meeting structures	Yes
1a) There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.	We will also ensure that we respond to any changes we expect to see in new policies relating to ROTL and the management of IPP and Lifer offenders and the engagement we may have with the Community Rehabilitation Corporations (prime providers), as required. This will be completed by November 2014, led by the Head of OMU and its effectiveness measured by feedback from existing SMT meeting structures	Yes
1a) There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.	We will develop the use of segmentation data to ensure that we deliver appropriate services and interventions and continually monitor our delivery against NOMS service specifications, resourcing where we under perform and use dynamic management to identify where we are exceeding the minimum requirements. This will be completed by November 2014, led by the Head of OMU and its effectiveness measured by feedback from existing SMT meeting structures	Yes

1b) All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.	We have also worked with third parties in the local community to encourage young people with challenging behaviours to visit the establishment as a way of promoting and supporting desistance. We would like to develop this project, called Great Expectations, more in this reporting period. This review will be completed by June 2014, led by the Head of Operations and its effectiveness measured by feedback from the monthly Operations departmental meeting.	Yes
1d) Good quality risk assessments, risk management systems and information-sharing between partner agencies	A development objective for this year is to ensure that security information held on MAPPA Offenders and Visor is robust and checked regularly. This will be completed by May 2014, led by the Head of OMU and its effectiveness measured by feedback from the monthly OMU departmental meeting.	No
2a) Effective co-ordination and integration of services	We have a development objective for 2014 to pursue continuing funding for RECOOP. To ensure that we have policies and processes in place to deal with a probable increase in this population group we have submitted a bid for funding to improve access and egress and to allow more areas of the prison to accommodate prisoners with less profound mobility issues. Bids have also been made, both through the NOMS Innovations Fund and through benchmarking to continue to work with RECOOP in order to develop services for older prisoners. Disability Liaison Officers are also being trained to deliver personal plans and offer 'flexicise' to prisoners with mobility issues. As this is dependent on the outcome of benchmarking as to whether we can retain this resource, an objective on we will develop contingency plans around this for this reporting period. This will be completed by May 2014, led by the Head of Residence and its effectiveness measured by feedback from the monthly SMT Strategy meeting.	No
2a) Effective co-ordination and integration of services	We will also further develop the links between the Security committee and the Substance Misuse committee to ensure a robust approach to dynamic security at Leyhill. This will be completed by May 2014, led by the Head of Reducing Reoffending and its effectiveness measured by feedback from the monthly Security meeting. • Separate Lifer/IPP progression from ROTL and working in the community (SMART) • Align our resettlement agenda with Welsh establishment to ensure appropriate accommodation can be allocated in the open estate	No
2a) Effective co-ordination and integration of services	We will maximise investment of all partners and providers delivering services for offenders at HMP Leyhill and maximise outcomes for offenders by ensuring they experience a seamless and joined up service. By September 2014 we will review who we work with and how we work with them and ensure that all contracts and service level agreements demonstrate how each service fits within the overall strategic context of the establishment. This review will include all statutory and non	No

2a) Effective co-ordination and integration of services	statutory, existing and new partners and providers (including by anticipating any changes as a result of Through the Gate). We will develop a plan which describes how, within six months we will deliver: • A clear shared strategic vision for how services align to maximise outcomes and create an integrated, seamless offender management service (including a shared understanding of outcomes and priorities) • A clear agreed plan of how services sequence and compliment each other, providing continuity of services to offenders both within and across prisons (facilitating the needs of all providers and contractual partners to allow them to effectively deliver) • Leadership which actively enables and integrates services, where partnership working arrangements improve performance and aid resolution of issues • An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others • An agreement on how to safely use and share data and information Progress will be monitored against the plan at the monthly SMT Strategy Meeting and the Governor's monthly feedba meeting with the DDC. We will work to ensure that we separate Lifer/IPP progression from ROTL and working in the community through robust Sentence Planning to give equal priority to all offenders at Leyhill. This will be completed by July 2014, led by the Head of OMU and its effectiveness measured by feedback from the monthly OMU departmental meeting.	
2a) Effective co-ordination and integration of services	We will align our resettlement agenda with Welsh establishments to ensure appropriate accommodation can be allocated in the open estate.	Yes
2b) Facilitates the work of DWP in prisons	We will ensure we work with the DWP to enable access to employment and enable them to deliver their objectives. This will be completed by August 2014, led by the Head of Reducing Reoffending and its effectiveness measured by feedback from the monthly Reducing Reoffending departmental meeting.	Yes
2c) Work together with NHS England	To work closely with NHS England and its commissioned providers to monitor prisoner attendance rates for NHS England commissioned services; to monitor escort cancellations; to ensure appropriate supervision of medicines queues; and to minimise the risk of diverted medication. This will be completed by July 2014, led by the Healthcare Manager and its effectiveness measured through the monthly SMT Strategy meeting.	Yes
2d) Work together with local authorities (care and support needs)	To work with NOMS Health & Wellbeing Co-commissioning, neighbouring establishments, the local authority and NHS England to sign off a joint action plan by the close of Quarter 1; to lead implementation during Q2-4; the action plan will aim to ensure appropriate arrangements for screening and assessing eligible prisoners with social care needs are established and prepare for the anticipated provisions of the Care Bill from April 2015.	Yes

	To support the development of regional protocols and referral pathways for our palliative care suite, in line with SW Regional Development Objectives. This will be completed by June 2014, led by the Head of Residence in conjunction with the Healthcare Manager and monitored via our existing meeting structure.	
2e) Work together with local authorities (offender's families)	Using guidance provided as part of the Commissioning Round we will develop a co-commissioning relationship with Local Authorities and other partners which seeks to deliver the following activities: identify named LA and Prison contacts; establish and agree a shared delivery plan including sharing aggregate and individual data to identify families meeting the Troubled Families programme criteria; (and for offenders and their families generally) explore current work and new opportunities to strengthen or extend proven interventions and services. This will be completed by July 2014, led by our Commissioning and Commercial Contracts Manager and measured through our existing SMT meeting structures.	Yes
2g) Align with OLASS	We will ensure we align our services with the OLASS 4 policy and put in place local partnership working arrangements to determine what learning opportunities will be offered at Leyhill. This will be completed by August 2014, led by our Head of Reducing Reoffending and measured through our existing SMT meeting structures.	Yes
3a) Deliver an efficient, quality service	By November the prison will review the type of strategies it employs, and the services and interventions it offers to ensure that the approaches being used are ones which are effective with the type of offenders that receive them, and that the factors being targeted for change are related to desistance, reduced reoffending and public protection, or a reduction in harmful institutional behaviour. It will draw on local data and evidence, including that provided within the NOMS Evidence and Segmentation Companion Document (available at www.justice.gov.uk/about/noms/commissioning.) when completing these reviews and have in place a strategy for developing its use of evidence to inform practice to maximise outcomes. This will be completed by November 2014, led by our Head of OMU and measured through our existing SMT meeting structures.	No
3b) Ensure robust quality assurance process are in place	We will use the following process and tools to ensure we deliver a quality and efficient service; HMIP outcomes, MQPL/SQL outcomes, Risk Registers and management, Assurance Statements and reviews, IMB recommendations, PPO recommendations. By June the prison will develop and implement effective quality assurance processes which indicate whether the services, activity and interventions it provides are of an acceptable standard of quality and are having the impact they are intended to deliver. Information from these processes will be regularly reviewed by the senior management team and specific members of staff will be given responsibility for the QA processes and following through on actions identified in the reviews.	No

	It is also our intention to review Offender Management in 2014-15 in light of the thematic review recently published. This will be completed by June 2014, led by the Performance Manager and monitored through existing SMT Meeting Structures	
4) Ensure delivery is matched to population

Table 7a: Mandatory Service specifications applicable under this Local Annex			
The following specifications are mandatory for all establishments. For the full list of NOMS Service Specifications, please refer to the Ministry of Justice website: http://www.justice.gov.uk/about/noms/noms-directory-of-services-and-specifications.htm			
	Service Specification	**Implementation detail**	**Notes**
1	Early Days & Discharge – First Night in Custody	Existing service specification which remains in force	
2	Early Days & Discharge – Induction to Custody	Existing service specification which remains in force	
3	Early Days & Discharge – Reception In	Existing service specification which remains in force	
4	Early Days & Discharge – Discharge	Existing service specification which remains in force	
5	Cell and Area Searching	Existing service specification which remains in force	
6	Catering	Existing service specification which remains in force	
7	Visits – Services for Visitors	Existing service specification which remains in force	
8	Visits – Visits Booking	Existing service specification which remains in force	
9	Visits – Conduct Visits	Existing service specification which remains in force	
10	Prisoner Property Services	Existing service specification which remains in force	
11	POSOE – Communication & Control Rooms	Existing service specification which remains in force	
12	POSOE – Gate Services	Existing service specification which remains in force	
13	POSOE – Internal Prisoner Movements	Existing service specification which remains in force	
14	Residential Services	Existing service specification which remains in force	
15	Nights	Existing service specification which remains in force	
16	Prisoner Discipline and Segregation – Prisoner Discipline Procedures	Existing service specification which remains in force	
17	Prisoner Discipline and Segregation – Segregation of Prisoners	Existing service specification which remains in force	
18	Immigration, Repatriation and Removal Services	Existing service specification which remains in force	
19	Faith and Pastoral Care for Prisoners	Existing service specification which remains in force	
20	Physical Education	Existing service specification which remains in force	
21	Mandatory Drug Testing	Existing service specification which remains in force	
22	Prisoner Communications Services	Existing service specification which remains in force	
23	Management of Prisoners at Risk of Harm to Self or Others	Existing service specification which remains in force	
24	Security Management	Existing service specification which remains in force	
25	Activity Allocation	Existing service specification which remains in force	
26	External Movements and Appearances	Existing service specification which remains in force	

27	Manage Prisoner Finance	Existing service specification which remains in force	
28	Prisoner Retail	Existing service specification which remains in force	
29	Enablers of national co-commissioned services in prisons	Existing service specification which remains in force	
30	Processing and Resolution of Prisoner Complaints	Existing service specification which remains in force	
31	Manage the Custodial Sentence - Categorisation & Allocation for Custody	Existing service specification which remains in force	
32	Manage the Custodial Sentence - Manage the Sentence Pre & Post Release from Custody	Remains in force until all outputs in new specification (Manage the Custodial and Post Release Periods) go live	
33	Manage the Custodial & Post Release Periods [+]	Some provisions go live April/May 2014, others from contract award	Outputs 22, 22a and 23 (relating to the new risk escalation process), output 8 (which covers the resettlement needs screening of prisoners and for remand prisoners was previously an output in the Rehabilitation in Custody Specification) and outputs 53/54 (jurisdiction is transferred in/out) will go live April/May 2014. The remainder of the specification will go live at the date of CRC contract award.
34	Rehabilitation Services - In custody	Go live April/May 2014	
35	Bail Accommodation Services (BASS)	Go live April/May 2014	
36	Prisoner Employment, Training & Skills	Existing service specification which remains in force	

[+] *Note: 'Manage the Custodial & Post Release Periods' will replace 'Manage the custodial sentence - Manage the sentence pre & post release from custody', once new legislation in force and CRC contracts awarded.*

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

Table 7c: Service Options, above the national minimum		
(which are commissioned under this SLA)		
Service specification	**Output(s) commissioned**	**Service Option Commissioned [YES / N0]**
Cell & Area Searching	A risk assessed programme of routine area searching is agreed, documented and completed correctly. Non-**HSE**	No
Cell & Area Searching	Assurance is sought through a risk assessed programme of covert testing. **Non HSE**	Yes
Early Days & Discharge - First Night in Custody	One-to-one welfare support is provided within courts/custody suites to address immediate needs of the prisoner.	No
Visits - Conduct Visits	There are facilities for children to participate in supervised play whilst visiting a prisoner	Yes
Visits - Services for Visitors	Visitors are able to purchase snacks and hot/cold drinks prior to the visits period.	Yes
Visits - Services for Visitors	Visitors are able to purchase a meal and hot/cold drinks prior to the visits period.	No
Visits - Services for Visitors	Private meetings can be facilitated between visitors and Partner Agencies.	No
Visits - Services for Visitors	There are facilities for children to play whilst waiting to visit a prisoner.	No
Visits - Services for Visitors	Visitors receive information through a variety of media regarding relevant support services.	No
Visits - Services for Visitors	A Family Support Worker is available to support families.	No
Faith and Pastoral Care	Prisoners have access to a Resettlement Chaplaincy Scheme.	No
Mandatory Drug Testing	Prisoners found guilty of misuse of Class B and/or Class C drugs or who frequently refuse to comply with MDT testing may be subject to a Frequent Testing Programme.	Yes
Mandatory Drug Testing	Prisoners may be subject to Reception testing.	No
Prisoner Employment, Training & Skills	Prisoners have the opportunity to gain industry recognised and accredited qualifications through employment, training and skills according to risk and need.	Yes
Prisoner Employment, Training & Skills	Qualifications gained are aligned with market needs and within the Qualifications and Credit Framework	Yes
Deliver Accredited Programmes	Competent staff are contributed to the national training provision as agreed by the commissioner. ***Output wording subject to revision***	No

Table 7d: Agreed delivery hours for specified services			
Service Specification	**Output**	**Agreed hours**	**Rationale (where hours are agreed above the minimum set within specifications)**
Residential Services	Daily time in open air [minimum 30 minutes] (row 21 of the specification)	Open Prison Regime – access to open air exceeds minimum requirement of 30 minutes daily	N/A
Physical Education	Minimum number of PE Hours [per week] (row 1 of the specification) (as calculated using the SBC published spreadsheet product)	2.9 hours weekly	N/A

8. Activity Places (Work and Prison Services)

Table 8a: Agreed Activity Allocation places

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

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

INDUSTRIES (ONE3ONE)										
INDUSTRY SERVICE CODE	**WORKSHOP NAME**	**Maximum number of prisoner places per activity (planned per week total for 2014-15)**	**TOTAL STAFF NUMBERS**	**CORE HOURS PER WEEK**	**Annual Internal Soft Charged Sales Predictions**	**Annual Internal Hard Charged Sales Predictions**	**Annual External Sales Predictions**	**Annual Internal Soft Charged Materials Predictions**	**Annual Internal Hard Charged Materials Predictions**	**Annual External Materials Predictions**
Industries - Laundry	Laundry	34	2	32	£330,000	£0	£1,400	£10,000	£0	£500
Industries - Land Based Activities	Estates	34	2	32	£0	£0	£4,000	£0	£0	£0
Industries - Land Based Activities	Market Gardens	12	1	32	£18,500	£19,370	£2,700	£13,175	£0	£2,600
Industries - Printing	Printing	34	4	32	£0	£230,000	£11,000	£0	£139,000	£5,000
Industries - Printing	MOJ Warehouse	12	2	32	£0	£281,500	£0	£0	£110,000	£500
Industries - Retail	DHL Retail	55	0 (DHL directly employ)	32	£0	£0	£0	£0	£0	£0
Industries - Woodwork	Joinery Shop	15	2	32	£36,000	£23,000	£2,500	£33,000	£0	£900
Total		196	12	224	329,000	406,500	20,700	48,400	257,300	5,400

Table 8b: Services (not industries)

Table 8b CU095b (Hours Worked in Services) – this should contain services that are measured under this specific metric			
Activity Service Code	**Service Description**	**Maximum number of prisoner places per activity (planned per week total for 2014-15)**	**CORE HOURS PER WEEK**
HU1 Wing Activities	N/A	N/A	N/A
HU2 Wing Activities	N/A	N/A	N/A
HU3 Wing Activities	N/A	N/A	N/A
HU4 Wing Activities	N/A	N/A	N/A
HU5 Wing Activities	N/A	N/A	N/A
HU6 Wing Activities	N/A	N/A	N/A
Kitchen	Kitchen Worker/Kitchen Weekend	34	40
Orderly Cleaners	Admin Orderly/A-Unit Laundry/Healthcare Orderly/OMU Orderly/Psch Orderly/Visits 1/Visits 2	12	32
Recycling Activity - currently showing as Industries but will be amended	Recycling 1 - Extr/Recycling 2 Extr	12	32
Weekend Activity	N/A	N/A	N/A
Works Department	N/A	N/A	N/A
Wing Cleaning	A-Unit Cleaner 1/A-Unit Cleaner 2/B-Unit Cleaner 1/B-Unit Cleaner	30	32

	2/C-Unit Cleaner 1/C-Unit Cleaner 2		
Other Occupations	Advice Ctr/Boiler House Cleaner/B-Unit Barber/C-Unit Laundry/Disability Carer/Lobster Pos Assist/Newspaper Orderly/PCC/Rec-assist 1/Rec-assist 2/Stores (CES) 1/Stores (CES) 2/Stores (Main)/TTG Driver/TTG Paid Work/TTGVoluntary Instructor/Voluntary Officer/Voluntary Unsupervised	139	32
Sub total		227	160

Table 8c- other permanent activity places

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

Table 8c: Other Activities			
This should contain activities that are not in scope of either CU095a (Hours Worked in Industry) or CU095b (Hours Worked in Services) metrics.			
Activity Service Code	**Activity Description**	**Maximum number of FTE prisoner places per activity (planned per week total for 2014-15)**	**CORE HOURS PER WEEK**
Basic Key Skills up to level 2		0	0
Core Education Classes		All Education at Leyhill leads to Accreditation and is reflected in the entry below	0
Education Induction Assessment		Included as part of Prison Induction Courses/Interviews below	0
Education leading to accreditation		36	32.5
PE Leading to QCA Qualifications		1.5	32.5
Skills training leading to Accreditation		Accredited Training across Industries - 2.5	32.5
ROTL (resettlement)		50 (Resettlement Home Leave excluding Through The Gate)	36
Prison Induction Courses/Interviews		12	32.5
Other			
Sub total		102	
Table 8 Total		527	

Section 3: Regime Outline

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

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

Out of cell session time summary by day

Day	Activity	Association	Meal	Movement	Total Time Out of Cell
Mon	6h 12m	2h 30m	1h 39m	1h 49m	12h 11m
Tue	6h 12m	2h 30m	1h 39m	1h 49m	12h 11m
Wed	6h 12m	2h 30m	1h 39m	1h 49m	12h 11m
Thu	6h 12m	2h 30m	1h 39m	1h 49m	12h 11m
Fri	6h 12m	2h 30m	1h 39m	1h 49m	12h 11m
Sat	1h 36m	3h 15m	1h 49m	1h 39m	8h 20m
Sun	1h 36m	3h 24m	1h 39m	1h 39m	8h 20m

5 day average time out of cell

Type	Activity	Association	Meal	Movement	Total Time Out of Cell
5-day	6h 12m	2h 30m	1h 39m	1h 49m	12h 11m

7 day average time out of cell

Type	Activity	Association	Meal	Movement	Total Time Out of Cell
7-day	4h 53m	2h 44m	1h 41m	1h 47m	11h 05m

Section 4: SLA Delivery Requirements and Levels at Commencement Date

The master record of the Delivery Requirements and Levels for this SLA is on the NOMS Performance Hub and is subject to appropriate governance and change control. This template will document a “snapshot” of the SLA Delivery Requirements and Levels set following negotiations between HMPS and the Commissioner and effective at the commencement date of the SLA.

Guidance and Technical Notes relating to the SLA Delivery Requirements will be available on the NOMS Performance Hub.

Secure and Decent Custody

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU001	Discharge to Court																		100.00 %
		90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU003	Absconds	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	
CU006	CAT A Escapes													0	0	0	0	0	0
CU007	Escapes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CU016	Mandatory Drug Testing (MDT)	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	
CU031	Control & Restraint (C&R) Training																		
		80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	
CU060	Tornado Commitment																		17.00
CU074	MQPL BME Score																		
		16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50
CU056a	Security Audit - Audit & Corporate Assurance (A&CA)	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.56
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU057a	Self Harm Audit	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.40

	(A&CA)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU067	HMIP Resettlement	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.95
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU075	HMIP Respect	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.79
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU077	HMIP Safety	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.92
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU078	HMIP Purposeful Activity	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.58
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU076	MQPL Safety	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.84
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU079	MQPL Decency	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.81
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU088	Violence Management																		

Offender Management

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

Interventions

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

Regimes

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU013	Settled Accommodation on Discharge	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	92.00 %	
CU014	Training / Education on Discharge	3.00 %	3.00 %	3.00 %	3.00 %	3.00 %	3.00 %	3.00 %	3.00 %	3.00 %	3.00 %	3.00 %	3.00 %	3.00 %	3.00 %	3.00 %	3.00 %	3.00 %	
CU015	Employment on Discharge	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	43.00 %	
CU095a	Hours Worked In Industry																		

General

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

	(CO2e)																		
CU081	Prison Cost Analysis (PCA)	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3