



National Offender
Management Service

**Annex to East of England
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

Wayland

Local Establishment Annex 2014-15

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This document is the Local Establishment Annex 2014-15 to the East of England 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 Wayland
Establishment type	Trainer resettlement
Specialist function	
Security Category / Categories:	Category C or lower
Annual Operating Price	14,572,251

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	958
Operational Capacity	1017

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

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Table 2b: Population Allocation Specification	
Gender:	Male prisoners only
Age:	Adults (21 and over) and starred up Young Adults (18-21) (subject to agreement with DDC)
Security Category:	Category C or lower
Sentence Status:	Sentenced prisoners
Sentence Length / Type:	No restrictions 10% resettlement
Offence Type:	No restrictions
Nationality:	No FNO's

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
<i>HMP Wayland is a Category C training prison holding male prisoners aged 21 and over. The population is mainly comprised of longer sentenced determinate prisoners. This establishment mostly holds prisoners sentenced at courts in the London and the East of England regions however they will transition to accepting the majority of offenders from Norfolk and Suffolk under the estates reconfiguration.</i>

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	N/A	N/A	N/A	N/A	N/A	N/A	0
Prisoners sentenced to less than 12 months	N/A	N/A	N/A	N/A	N/A	N/A	0
Determinate prisoners serving 12 months or more but less than 4 years	N/A	N/A	367	N/A	N/A	N/A	367
Determinate prisoners serving more than 4 years	N/A	N/A	328	N/A	N/A	N/A	328
Indeterminate prisoners	N/A	N/A	120	N/A	N/A	N/A	120
Determinate and indeterminate Recallees	N/A	N/A	N/A	N/A	N/A	N/A	0
Non-criminals	N/A	N/A	N/A	N/A	N/A	N/A	0
Resettlement	N/A	N/A	102	N/A	N/A	N/A	102
Discretionary	N/A	N/A	100	N/A	N/A	N/A	100
Total	0	0	1017	0	0	0	1017
Resettlement	Yes	Reset %		0.1	Reset No.		102
Specialist Function							

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SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions

CI Title & No.	Response to Commissioning Intention
1a. There is a sense of purpose in relation to rehabilitation, desistance and progression through a sentence which is shared and understood by all who work with offenders.	<p>We will ensure that;</p> <ul style="list-style-type: none">• We will commence preparations to receive through the gate services in 2015 and comply with the requirements of the National Reconfiguration Model.• Rehabilitation, desistance and progression, underpin the establishments' strategic objectives and are communicated to all who attend Wayland to deliver to offenders.• A multi-disciplinary team of Offender Supervisors assess, plan and sequence an offenders' sentence, in liaison with existing resettlement and allocation services, the individual offender and Offender Managers' in the community.• A re-structured OMU, provides access and a greater level of transparency, to enable both offenders and internal and external stakeholders to improve communication and information sharing.• Expectations of pro-social behaviour in offenders are clearly set through the local IEP scheme, the equalities agenda and the violence reduction and anti-social behaviour policy.

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	<ul style="list-style-type: none"> Concerns around individual offenders are shared with the appropriate case management function to feed into progression and risk management discussions. All staff act as pro-social role models, supporting, encouraging and promoting engagement to address offending behaviour (including substance misuse). All staff promote improvements in vocational and educational skills, supported by the provision of sufficient activity spaces, to encourage an increase in the individuals' social capital. Rehabilitative purpose will be built into new SPDR's from 2014. Staff's sense of purpose in the rehabilitative culture and the 'every contact matters' ethos, is supported through a locally delivered training package. Monitoring of the rehabilitative agenda takes place via Senior Strategic meetings and the local 'Celsius Group', which monitors the temperature of offenders' experience within the prison, based on internal (such as violence management, complaints analysis etc) and external feedback (such as MQPL and HMIP).
1b. All who work with offenders consistently demonstrates behaviours and attitudes that support rehabilitation and desistance.	<p>We will ensure that;</p> <ul style="list-style-type: none"> All staff who work within the prison operate in a consistently professional manner and support the rehabilitative agenda. All staff act as pro-social role models and unacceptable attitudes or actions, are challenged via performance processes. Expectations of staff behaviour are made clear in Senior Manager messaging through verbal and written communication. Rehabilitative purpose will be built into new SPDR's from 2014.

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	<ul style="list-style-type: none"> • Staff's sense of purpose in the rehabilitative culture and the 'every contact matters' ethos, is supported through a locally delivered training package. • Staff's knowledge of key complex or detailed processes, important to offenders' experience is supported and enhanced through the development of the "Wayland Almanac". An online resource with a directory of facts covering key topics. • The IEP policy receives contributions from staff from all areas and promotes the whole prison approach to pro-social modelling. • All staff areas, (including non-directly employed), alongside Offender representatives, input into the establishment Safer Custody & Violence reduction meetings to promote a whole prison approach to pro-social modelling. • Wayland's development as a new PD progression pathway, will promote understanding of the enabling environment concept and the key role that staff offender relationships play in progression.
1c. Efforts are made to ensure offenders experience the environment as safe.	<p>We will ensure that;</p> <ul style="list-style-type: none"> • All staff are familiar with and operate the establishment Violence Reduction and Anti-social Behaviour policy and that this is built into staff SPDR objectives. • All staff areas, (including non-directly employed), alongside Offender representatives, input into the establishment Safer Custody & Violence reduction meetings. • The Safer Custody and Equalities function monitors key areas of establishment delivery and external and internal feedback, to ensure that any concerns are identified and actioned immediately.

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	<ul style="list-style-type: none"> • We engage with all offenders and particularly those that are covered by a protected characteristic, to assess their perception of safety and undertake informed actions to improve the management of policy and processes that may damage this perception. • The Safer Custody and Equalities Manager is a member of the Celsius Group, who monitor the temperature of offenders' experience within the prison based on internal (such as violence management, complaints analysis etc) and external feedback (such as MQPL and HMIP). • The 'every contact matters' ethos, is supported through a locally delivered training package, emphasising the important role staff offender relationships play in feelings of safety. • Staff's knowledge of key complex or detailed processes, important to offenders' experience is supported and enhanced through the development of the "Wayland Almanac". An online resource with a directory of facts covering key topics.
1d. Good quality risk assessments, Risk management systems and Information-sharing between partner agencies (where relevant) result in the application of appropriate public protection and security measures, and these ensure the needs of the victims are appropriately addressed.	<p>We will ensure that;</p> <ul style="list-style-type: none"> • We will fulfil a commitment to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that individual establishment' Local Security and Public Protection Strategies will be kept up to date in line with current policy.
1e. Intelligence is gathered, developed and shared in a safe and timely manner	<p>We will ensure that;</p> <ul style="list-style-type: none"> • We will fulfil a commitment to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that

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	individual establishment' Local Security and Public Protection Strategies will be kept up to date in line with current policy.
1f. The availability of drugs and mobile phones in the prison is tackled.	<p>We will ensure that;</p> <ul style="list-style-type: none"> • We will fulfil a commitment to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that individual establishment' Local Security and Public Protection Strategies will be kept up to date in line with current policy.
1g. Prisoners are prevented from continuing criminality from within prison.	<p>We will ensure that;</p> <ul style="list-style-type: none"> • We will fulfil a commitment to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that individual establishment' Local Security and Public Protection Strategies will be kept up to date in line with current policy.
.2a. There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders	<p>We will ensure that;</p> <ul style="list-style-type: none"> • We will commence preparations to receive through the gate services in 2015 and comply with the requirements of the National Reconfiguration Model. • The Reducing Reoffending and Offender Management function work in partnership to preparing offenders for release based on their individual risks and needs. • The Reducing Reoffending Meeting is attended by key departments and gives strategic direction in all the pathways. • The OMU coordinates a "triage" system, sequencing an offenders' journey from reception to release.

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	<ul style="list-style-type: none"> • The identification of key dates in the sentences (eg. ROTL, HDC and release) ensures the triage system is administered based on offender's need and priority. • Individual offender needs are discussed at the multi-agency Activity Allocation Panel, ensuring appropriate referrals are made both internally and externally. • Through resettlement services, learning and skills, interventions and a 'real' work experience in a range of industrial workshops offenders are prepared for progression. • We work in partnership with the following external providers:- <ol style="list-style-type: none"> 1. National Careers Service (Tribal) 2. NACRO HIAS (Housing and Information Service) 3. NACRO ELS (Employment, learning and skills) 4. Move on East 5. Job Centre Plus 6. RAPt 7. A4e Education provider 8. Virgin Care
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.	<p>We will ensure that;</p> <ul style="list-style-type: none"> • DWP staff at Wayland are integrated into the Resettlement Hub, where they can interview offenders privately, with access to broadband lines and telephones. • Advance claims for Jobseeker's allowance and referrals to the Work Programme are accessible. • Additional support is provided for work related outcomes and advice on Employment and Support Allowance, PIP and Pensions.

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	<ul style="list-style-type: none"> • DWP staff are able access Universal Job match to monitor adviser activity. • We work in partnership with DWP managers to promote the Universal Credit role out.
<p>2c. In England - work together with NHS England and Public Health England in line with the National Partnership and Co-commissioning Agreement to ensure that NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody support both health and justice outcomes and:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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 <input type="checkbox"/> Support sustainable recovery from addiction to drugs and alcohol and improved mental health including dual diagnosis; <input type="checkbox"/> Promote continuity of care from community to custody, between establishments and through the prison gate in partnership with new providers of probation services; 	<ul style="list-style-type: none"> • We will ensure that: • We work in partnership with NHS England as Co-Commissioners and the lead service provider, to ensure the provision of health services to offenders is equal to that which they would receive in the community. • We are represented at the strategic health partnership board meetings and the provider lead is an active member of the establishment Senior Management Team. • We support the introduction of a new provider of Health services at Wayland from 1 April 2014, following the re-tender process. • The provision of health services are informed by a needs analysis, once clarity on the reconfiguration of the custodial estate is provided.. • We deliver Alcohol Related Violence (ARV) for offenders whose risk of violence relates to the use of alcohol (36 places). • We support those offenders engaged in the IDTS programme, ensuring clinical governance is in place for safe treatment and reduction if required. • We work in partnership with primary and secondary mental health services, the IAPT wellbeing service, prison staff and RAPt psycho social case workers to ensure offenders with dual diagnosis, care needs are met.

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<p><input type="checkbox"/> Are implemented alongside efforts to reduce the supply of drugs and alcohol in to prisons and the diversion of prescribed medication.</p>	<ul style="list-style-type: none"> • We support RAPt psycho-social service to deliver drug and alcohol interventions in accordance with the local MOU with the Norfolk Recovery Partnership. • We support RAPt psycho-social service to complete release plans with offenders, to provide effective care continuity with national community teams. • The security and intelligence function works in partnership with health and substance misuse providers, to reduce the supply of illicit drugs and alcohol and the diversion of prescribed medication into the establishment. • We will develop local protocols for the sharing of intelligence with providers and other stakeholders. • We will work with partner agencies to ensure that they understand the importance of intelligence, the current intelligence requirement and the need to contribute through the submission of security information.
<p>2d. In England - Work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves.</p>	<ul style="list-style-type: none"> • We will ensure that: • We make links with the Local Authority to develop a joint action plan to prepare for the introduction of The Care Bill in April 2015. • We work with our health services provider to understand the social care needs of our offender population using suitably qualified staff. • We work with our Co-Commissioners in NHS England to ensure arrangements are in place for those with urgent care needs to be met.
<p>2e. In England - Work with local authorities to promote inclusion of, and maximise benefits to, offenders'</p>	<ul style="list-style-type: none"> • We will ensure that; • We work in partnership with the Ormiston Children and Families Trust to offer;

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<p>families.</p>	<ul style="list-style-type: none"> ○ <i>4 hour children/family visits every week.</i> ○ <i>NOCN accredited parenting programme for offenders.</i> ○ <i>A point of contact between families and offenders.</i> ○ <i>Support to develop relationships between family members and offenders and with local authorities and potential partners.</i> <ul style="list-style-type: none"> • We support the Assisted Prison Visits scheme. • We provide services based on the need of our current population:- • <i>Supporting a coach service that is available twice a week from London.</i> • <i>Aiming to provide up to a 2 hour visits.</i> • We operate the E-mail a prisoner scheme. • We offer the facility of Story Book Dads to Fathers in custody • We offer the use of the visitors' centre, before and after the start of visits, to welcome visitors and provide information, advice and support.
<p>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.</p>	<p>We will ensure that;</p> <ul style="list-style-type: none"> • We work in partnership with the PD Strategy Team for Midlands and the East of England, to procure a PD pathway service at HMP Wayland. • The service is developed in partnership with all key stakeholders. • Capacity is in place to provide a 12 bed assessment unit, 12 bed treatment service and a 48 bed progression PIPE.

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<p>Services are co-commissioned with NHS England Specialised Commissioning to support health and justice outcomes.</p>	<ul style="list-style-type: none"> • The service is a regional resource for East Midlands and the East of England. • The service is accessible to male offenders, with PD traits linked to their offending behaviour, with a minimum of 2 years left to serve. • We work in partnership with probation trusts to support the Initial identification pathway of offenders as part of the PD strategy community pathway. • Referrals can come from all staff and via self-referred offenders already in custody. • Establishment staff delivering the service are supported through ongoing supervision and training. • The establishment works to embed the enabling environment concept as an integral part of the establishment.
<p>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.</p>	<p>We will ensure that;</p> <ul style="list-style-type: none"> • We work in partnership with key stakeholders in the provision of learning and skills. The Learning and Skills Manager, Cluster HOLS, NCS, NACRO and Education Manager meet bi monthly at a communications meeting to discuss all aspects of learning and skills delivery and to plan for operational effectiveness of the OLASS 4 delivery. Minutes are recorded. • A bi-monthly Quality Improvement Group Meeting is held to discuss each area's progress with the agreed quality baselines. The cluster Hols chairs this meeting and reports progress to the Governor, Cluster Governor and Regional lead for Learning and Skills at regular meetings. Minutes are recorded and a quality action plan completed. • A regular Learning and Skills Needs Analysis informs decisions around delivery.

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	<p>Labour Market Information from NCS, A4e and Job Centre Plus is reviewed to ensure the curriculum offer meets the needs of the offender based on their release area and to maximise employment opportunities.</p> <ul style="list-style-type: none">• The multi-disciplinary Activities Allocation Panel meets bi-weekly to sequence offenders into employment, with an emphasis on addressing functional skills needs identified through sentence planning. HMPS, A4e, NCS and OMU discuss each offender and allocate to the appropriate activity based on sentence planning need. Offenders identified as having a need for functional skills are prioritised into an induction to education, to assess their levels.• The allocations team working closely with A4e, monitor recruitment and attendance. Data is provided by non OLASS areas, to work area managers each week to monitor for accuracy. This is checked and assurance sent to the Head of Reducing Re offending on a monthly schedule.• We support offenders engaged in distance learning by being part of the Distance Learning Cluster. NCS liaise with the Library Service to assist an offender initially. HMPS staff support this process and A4e assist the offender once learning has commenced. The cluster model ensures that learning is not interrupted by transfer to and from other establishments.• We support offenders with CV writing, job applications, disclosure, employers' rights and responsibilities, self employment advice and guidance through the A4e E-Pod Job Suite, NACRO, Move on East and Job Centre Plus. A resettlement partnership meeting is held quarterly to discuss best practice, issues raised and progression for the future. A Job Club where employers can interview offenders for live vacancies is held monthly in the E-Pod, with partner agencies referring offenders and assisting them with skills required to secure employment and work placements with relevant benefit payments ready for them on release.
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	<ul style="list-style-type: none"> • A Quarterly reducing reoffending meeting with all partner agencies is chaired by the Head of Reducing Reoffending. The meeting discusses population changes and reviews the reducing reoffending strategy development plan based on each pathway to ensure progression. Minutes are recorded and the development plan updated.
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.	<p>We will ensure that;</p> <ul style="list-style-type: none"> • We will commence preparations to receive through the gate services in 2015 and comply with the requirements of the National Reconfiguration Model. • We support offenders with CV writing, job applications, disclosure, employers' rights and responsibilities, self employment advice and guidance through the A4e E-Pod Job Suite. • We promote job opportunities via Job fairs, networking events, business community liaison, partnership working. • The Community and Commercial Contracts Manager engages with businesses in the local community and the voluntary sector, to build a network of employment experience, training and work placements for offenders, to link into the local ROTL programme. • The Community and Commercial Contracts Manager engages with the local community for contract work to come into the establishment, for both income generation and to provide realistic work placements to prepare offenders for work in the community. • We provide realistic job skills that reflect work opportunities available to offenders in their community. • Key stakeholders at Wayland cluster work with HMP Norwich and Hollesley Bay, to

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	<p>aid an Offenders community progression.</p> <ul style="list-style-type: none"> We are in active partnership with the following private, public and voluntary sector providers; <p>DWP Job Centre Plus NACRO/ELS Move on East A4e.</p>
<p>3a. Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.</p>	<p>We will ensure that;</p> <ul style="list-style-type: none"> The interventions available at HMP Wayland will target the attitudes, thinking and behaviours of the population profile. We offer the following accredited interventions; <ul style="list-style-type: none"> Thinking Skills Programme (63 places) Resolve for instrumental and expressional violence (36 places) Alcohol Related Violence (ARV) for offenders who's risk of violence relates to the use of alcohol (36 places) Self Change Programme for offenders with complex needs relating to violence and longer sentences (18 places) We offer the following additional interventions;

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	<p>RAPt 12 Step Substance Dependence Treatment Programme Living Safely (short duration programme for addiction) RAPt Psycho-Social Casework support Full range of education including living skills Full range of training and employment opportunities Targeted Offender Management support and case work.</p> <p>Interventions are based on our segmentation data that demonstrates;</p> <ul style="list-style-type: none"> • 63% of the offender population at HMP Wayland have an OGRS Score of 50-89, sharing characteristics with offenders who are estimated to re-offend at a Medium to High rate. This is significantly above the average of 50% for the national offender in custody population. • 47% of the offender population at HMP Wayland have an index offence relating to Violence or Robbery. This is significantly above the average 44% for the national offender population. • 44% of the offender population are Tier 4 offenders, who tend to pose a High Risk of causing Serious Harm to the public through violent offending, but have determinate sentences of only 1-4 years.
<p>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.</p>	<p>We will ensure that ;</p> <ul style="list-style-type: none"> • We work in partnership with the NOMS Interventions Unit (IU) to conduct the quality assurance and operational audit of accredited offending behaviour programmes. • We ensure that the local multi-disciplinary Quality Improvement Group chaired by the Cluster HoLS, meets bi-monthly to measure performance, set standards and agree targets relating to learning and skills, based on the quality baselines.

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3c. Review delivery where it exceeds the minimum requirements set in the NOMS Service Specifications	<ul style="list-style-type: none"> • Delivery is in line with the requirements set in the NOMS Service Specifications.
4a. Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they deliver the greatest outcomes for investment.	<p>We will ensure that;</p> <ul style="list-style-type: none"> • We use the fact that our segmentation data demonstrates high numbers of offenders serving sentences for robbery, violent and acquisitive crimes in comparison to the regional average, to support interventions we offer. • We undertake a regular needs analysis to ensure services are in line with our population. • Quality sentence planning in conjunction with the Activity Allocations Panel (AAP) is the key to successful referrals, sequencing and effective use of resources and sentence. • The short duration of location at Wayland (approx 75% of Wayland's offenders are resident for less than 12 months) which can restrict access to offending behaviour programmes, does not disadvantage offenders who can access alternative interventions. • Incoming offenders received without a valid OASys are seen by a member of OMU staff to complete an interim sentence plan, to ensure that any delay in accessing interventions is minimised.
4(b) Ensure the use of custodial capacity delivers the most cost-effective configuration of places and meets the MOJ's strategic requirements and the needs of co-commissioning and delivery	<ul style="list-style-type: none"> • Please see the SLA Population Annex.

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<p>partners whilst reducing cost.</p>	
<p>5(a) Relevant individual needs and characteristics are effectively identified, assessed, and monitored. This information is shared appropriately, proactively and sensitively across the organisation, and with delivery partners.</p>	<p>We will ensure that;</p> <ul style="list-style-type: none"> • An understanding of the Equalities Act 2010 and the protected characteristics is built into staff's SPDR objectives. • Data is monitored at reception to ensure that all offenders have information recorded against the protected characteristics which apply to them. • All data held regarding an offender is reviewed on an annual basis by their personal officer and any gaps filled or changes recorded. • Information is shared with partners, particularly health services for those with physical disabilities and mental health concerns, to ensure effective support for offenders. • Those offenders who require reasonable adjustments receive this and a log is kept to ensure these are maintained and monitored. • A mental health pathway is in place and provides appropriate support to those who require it. • A monthly meeting takes place that allows for a multi-departmental approach to the management of offenders that require some form of intervention, whether clinical or custodial, in order to ensure that the individual needs of offenders that require support are managed and met. This allows the management of non-static disability such as degenerative conditions or temporary disability due to illness or condition. • Offender representatives seek views and support those offered protection under the

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	<p>Equalities Act and that we act upon their feedback. A calendar of engagement events and feedback forums allows an assessment of needs to be met in consultation with the offender population, and feedback to actions undertaken and rationale for decisions made.</p> <ul style="list-style-type: none"> • Systems are maintained to monitor key processes to ensure any potential disadvantage is monitored and action is promptly taken if disadvantage occurs either through Impact Assessments or other appropriate action. • All functions conduct the collection of protected characteristics data relating to the processes and policies that they oversee and analyse this information to ensure that no group is subject to unfair treatment or discrimination whether due to discretionary decisions or process mechanics. • Data gathered is monitored through a quarterly Equalities Action Team Management meeting which is attended by member of the Senior Management Team. This allows a full discussion of any ongoing or emerging issues and perceptions of discrimination or unfair treatment informed by the other consultation methods. • We develop systems to facilitate the screening of LDD • 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.
5(b) Information regarding individual needs and characteristics is used to adapt and sequence services to	<p>We will ensure that;</p> <ul style="list-style-type: none"> • Our partners fully uphold the Equalities Act within their organisations and in their

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meet individual needs and maximise their benefit and offenders are supported and encouraged to access appropriate services.	<p>work.</p> <ul style="list-style-type: none">• All offenders understand who is protected through the Equalities Act and where they can access support at Wayland.• The Activities and Allocation Panel consider individuals needs when sequencing their activities and ensure that this maximises benefit to the individual.• Offender Supervisors consider equalities as part of their initial OASys completion and any subsequent reviews to ensure sentence planning objectives are supportive of an offenders needs.• Those offenders not engaging in support services are actively encouraged to do so through personal officers, offenders, representatives and partner agencies.• Feedback provided by offender representatives is listened to and acted on.• We provide a culture where offenders feel safe to disclose information regarding protected characteristics and can gain the ongoing support they require.• Deliver equalities events on a monthly basis led by a member of the Senior Management Team in partnership with internal departments and providers to raise the profile of equalities and the support systems available.• An annual needs assessment is carried out relating to the protected characteristics for both staff and offenders in order to identify any areas that require further development. This may include improving areas of the establishment for those with mobility needs, ensuring an opportunity to print key documents in non-English language and similar.• The annual needs assessment will identify any key areas where support from
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	<p>partner and third sector agencies can support delivery, such as Age UK, Diabetes UK and similar agencies that may offer training and awareness support.</p> <ul style="list-style-type: none"> • Engagement events and targeted surveys with offenders within protected characteristics allows the identification of key areas of friction from an offender point of view. The ability for adjustment in these areas will be assessed and where possible, change will be made. If change is not possible, the reasons will be discussed and published. This will allow feedback as to any changes or improvements undertaken. • A local Equalities training package is delivered to staff (both directly employed and non-directly employed) to ensure the levels of understanding and awareness of the responsibilities of all to eliminate any discriminatory processes and conduct and the differing needs of all offenders.
6(a) Continue to identify, assess and manage extremist offenders by engaging with existing local structures and ensuring that training and awareness is embedded among key staff groups. Ensure referral, where appropriate, to interventions, structured assessment and structured interventions and faith-based programmes according to offender risk and need.	<p>We will ensure that;</p> <ul style="list-style-type: none"> • In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Wayland will ensure delivery in the key thematic areas of Intelligence Gathering and Management, Offender Management and Public Protection, and Interventions and Resettlement. • Will ensure that any recommendations related to the identification, assessment and management of extremist offenders which are identified in year, are implemented within reasonable timescale.
6(b) Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable delivery where it does not.	<p>We will ensure that;</p> <p>HMP Wayland will develop and implement a joint prison-probation plan by 1.4.14, for the creation of a supportive environment which will enable delivery of victim-offender conferencing (RJ) to enhance work that has already progressed. The plan will focus on developing;</p>

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	<ul style="list-style-type: none"> • An awareness of RJ amongst relevant staff groups. • Partnerships with organisations and local commissioners to support delivery of RJ. • Infrastructure to support delivery including the development of; <ul style="list-style-type: none"> Single Point of Contact for RJ – Senior Probation Officer Agreed referral processes with partners including Norfolk CC Processes which contribute to suitability and risk assessments Appropriate gate procedures for entry into the establishment for victims and other participants An appropriate location for the conference to take place The integration of RJ into sentence planning
6(c) Ensure the efficient use of prison places through development and implementation of local bail strategies and use of HDC for appropriate offenders, including making full use of Bail Accommodation and Support Service.	<p>We will ensure that;</p> <ul style="list-style-type: none"> • BASS is promoted during the HDC application and risk assessment process. • BASS services are promoted by leaflets and posters throughout the establishment. • BASS accommodation requests by an offender during the HDC process are supported. • Managers chairing HDC boards, offer BASS advice as an alternative to HDC refusal (where appropriate). • Managers chairing HDC boards have regular contact with Offender Managers to promote and encourage release to BASS accommodation.
6(d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.	<p>We will ensure that;</p> <ul style="list-style-type: none"> • The Community and Commercial Contracts Manager engages with the local community for contract work to come into the establishment, for both income

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	generation and to provide realistic work placements to prepare offenders for work in the community.
6(e) Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.	<p>We will ensure that;</p> <ul style="list-style-type: none">• HMP Wayland will continue to develop its strategy for extending use of video conference consistent with the NOMS Video Action Plan, ensuring that use is consistent with Cat C resettlement prison usage and makes maximum use of the system once operational. The Head of Offender Management will be Wayland's lead for the NOMS video action plan and will establish and maintain relationships with the relevant stakeholders to promote full use of the system.

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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.
Changes to this table will be managed through existing NoC mechanisms.

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	<ul style="list-style-type: none"> • Rehabilitation, desistance and progression, underpin the establishments' strategic objectives and are communicated to all who attend Wayland to deliver to offenders. • A multi-disciplinary team of Offender Supervisors assess, plan and sequence an offenders' sentence, in liaison with Resettlement and Allocation services, the individual offender and Offender Managers' in the community. • A re-structured OMU, provides access and a greater level of transparency, to enable both offenders and internal and external stakeholders to improve communication and information sharing. • Expectations of pro-social behaviour in offenders are clearly set through the local IEP scheme, the equalities agenda and the violence reduction and anti-social behaviour policy. • Concerns around individual offenders are shared with the appropriate case management function to feed into progression and risk management discussions. • All staff act as pro-social role models, supporting, encouraging and promoting engagement to address offending behaviour (including substance misuse). • All staff promote improvements in vocational and educational skills, supported by the provision of sufficient activity spaces, to encourage an increase in the individuals' social capital. • The rehabilitative agenda will be built into briefings, bi-lats and new SPDR's from 2014. • Staff's sense of purpose in the rehabilitative culture and the 'every contact matters' ethos, is supported through a locally delivered training package. • Staff's knowledge of key complex or detailed processes, important to offenders' experience is 	Commissioned in partnership with region

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	<p>supported and enhanced through the development of the “Wayland Almanac”. An online resource with a directory of facts covering key topics.</p> <ul style="list-style-type: none"> Monitoring of the rehabilitative agenda takes place via Senior Strategic meetings and the local ‘Celsius Group’, which monitors the temperature of offenders’ experience within the prison, based on internal (such as violence management, complaints analysis etc) and external feedback (such as MQPL and HMIP). 	
Prisoners are made aware of their responsibilities in engaging with and accessing services	<ul style="list-style-type: none"> A multi-disciplinary team of Offender Supervisors assess, plan and sequence an offenders’ sentence, in liaison with Resettlement and Allocation services, the individual offender and Offender Managers’ in the community. A re-structured OMU, provides access and a greater level of transparency, to enable both offenders and internal and external stakeholders to improve communication and information sharing. All staff promote improvements in vocational and educational skills, supported by the provision of sufficient activity spaces, to encourage an increase in the individuals’ social capital. Expectations of pro-social behaviour in offenders are clearly set through the local IEP scheme, the equalities agenda and the violence reduction and anti-social behaviour policy. Concerns around individual offenders are shared with the appropriate case management function to feed into progression and risk management discussions. Ensure that incoming offenders received without a valid OASys are seen by a member of OMU staff to complete an interim sentence plan, to ensure that any delay in accessing interventions is minimised. 	locally commissioned services
Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement	<ul style="list-style-type: none"> Rehabilitation, desistance and progression, underpin the establishments’ strategic objectives and are communicated to all who attend Wayland to deliver to offenders. All staff act as pro-social role models, supporting, encouraging and promoting engagement to address offending behaviour. Staff’s sense of purpose in the rehabilitative culture and the ‘every contact matters’ ethos, is supported through a locally delivered training package. 	Locally commissioned services

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	<ul style="list-style-type: none"> • Expectations of pro-social behaviour in offenders are clearly set through the local IEP scheme, the equalities agenda and the violence reduction and anti-social behaviour policy. • Monitoring of the rehabilitative agenda takes place via Senior Strategic meetings and the local 'Celsius Group', which monitors the temperature of offenders' experience within the prison, based on internal (such as violence management, complaints analysis etc) and external feedback (such as MQPL and HMIP). • Expectations of staff behaviour are made clear in Senior Manager messaging through verbal and written communication. • Staff's knowledge of key complex or detailed processes, important to offenders' experience is supported and enhanced through the development of the "Wayland Almanac". An online resource with a directory of facts covering key topics. 	
Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	<ul style="list-style-type: none"> • DWP offer access to advance claims for Jobseeker's allowance and referrals to the Work Programme.. Additional support is also provided for work related outcomes and advice on Employment and Support Allowance, PIP and Pensions. • Under the OLASS 4 programme, A4e deliver a large range of learning and skills interventions that lead to qualifications to assist in gaining employment in the community. • On induction, offenders are interviewed by the National Careers Service who gain information about the client through the Learner Record Service (LRS) and OASys. Inductees are given an 'Employment Guide' and are informed about work opportunities at Wayland. Referrals are made to A4e and the Activity Allocation Panel. The NCS interview covers an offender's educational, vocational and employment needs, both during custody and later, on release. • A Nacro ELS worker attends inductions to explain the service, referrals can be taken at this point for issues that may need immediate attention, such as contacting previous employers. Every offender is then seen at approx the 3 month point before release for a full needs assessment. Referrals are made to training providers, volunteer agencies, work placements and employers. NACRO ELS workers have access to database of employers and training providers across the region built up by all NACR ELS workers in East of England prisons. Information and advice offered on disclosing convictions to employers. 	<p>Co-commissioned national contract - DWP</p> <p>co-commissioned National SFA</p> <p>co-commissioned local</p>

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Prisoners can access services that enable them to manage housing needs created as a result of their custody.	<ul style="list-style-type: none"> All Offenders have the opportunity to engage on a one to one basis with a NACRO advisor to assist with their accommodation needs on release, including any issues that arise whilst in custody. 	Regional Contract co-commissioned.
Prisoners can access services that enable them to seek settled and suitable housing for release.	<ul style="list-style-type: none"> All Offenders have the opportunity to engage on a one to one basis with a NACRO advisor to assist with their accommodation needs on release. The Royal British Legion can assist offenders who are veterans, to find housing on release. 	<p>Regional contract co-commissioned</p> <p>Locally commissioned service</p>
Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	<ul style="list-style-type: none"> A4e Justice - Budgeting and Money Management course. A Budgeting course accredited through OCN. Awarded Level 1 and 2. Nacro ELS Bank accounts set up for prisoners if requested, through Barclays. Move on East Delivers numerous matters dealing with Finance, Benefit and Debt. Job Centre Plus Housing and Benefit related issues are addressed. All offenders are interviewed shortly after reception. National Careers Service (NCS) All offenders will be interviewed shortly after reception and applications will be sent on to relevant departments. Debt Advice All offenders with Debt issues will have an opportunity to make an appointment to visit Virtual Campus and/or CAB. CAB Attend monthly and can deal with housing and finance issues. 	Various locally commissioned services.

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	<ul style="list-style-type: none"> Veterans in Custody The Royal British Legion will help Ex-Forces to move on by helping to fund housing 	
Prisoners can access available services which enable them to address their family welfare and family support needs.	<ul style="list-style-type: none"> We work in partnership with the Ormiston Children and Families Trust to offer; <i>4 hour children/family visits weekly</i> <i>NOCN accredited parenting programme for offenders.</i> <i>A point of contact between families and offenders.</i> <i>Support to develop relationships between family members and offenders and with local authorities and potential partners.</i> We support the Assisted Prison Visits scheme. We provide services based on the need of our current population:- <i>Supporting a coach service that is available twice a week from London.</i> <i>Aiming to provide up to a 2 hour visits.</i> We operate the E-mail a prisoner scheme. We offer the use of the visitors' centre, before and after the start of visits, to welcome visitors and provide information, advice and support. We offer Storybook Dad, which is a facility to allow Fathers to record a story to play to their child to ensure bonds are maintained. 	Locally commissioned services
Prisoners have equivalence of access to health services in custody as in the community.	<ul style="list-style-type: none"> On reception, an offenders' current health needs assessment is reviewed, and they are subsequently signposted and supported in tackling any additionally identified needs. Offenders have equivalence of access to health services in custody, as in the community Offenders are provided the contact details for existing community health related services 	National commissioned England Co-NHS
Prisoners can access	<ul style="list-style-type: none"> On reception, all offenders have an individual health assessment. Essential immediate clinical needs 	National Co-

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<p>treatment, services, advice and support around drug and alcohol needs.</p>	<p>are met. Stabilisation, reduction and observation are undertaken as appropriate.</p> <ul style="list-style-type: none"> • Ongoing clinical support is provided from our health partner and psycho-social support is provided from RAPt, based upon individual need. • The establishment is engaged with commissioners for health and drugs and alcohol services, to ensure that offender needs are understood and the commissioning strategy is suitable. • Offenders have access to the contact details for services that can support them with their drug and alcohol needs. • We support RAPt psycho-social service to complete release plans with offenders, to provide effective care continuity with national community teams. • The security and intelligence function works in partnership with health and substance misuse providers, to reduce the supply of illicit drugs and alcohol and the diversion of prescribed medication into the establishment 	<p>commissioned NHS England</p> <p>Local Authority Director Public Health Co-commissioned</p> <p>Co-commissioned as appropriate</p> <p>local Commissioned / Co-commissioned</p> <p>local Commissioned / Co-commissioned</p> <p>commissioned in partnership with region</p>
<p>Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.</p>	<ul style="list-style-type: none"> • Offenders can access mental and physical health support and advice via healthcare services, primary and secondary mental health services and the well being provider IAPt. Advice on community health related services can also be provided. 	<p>National Commissioned Co-NHS England</p>
<p>Prisoners who have been sex workers can access services that offer them advice and support.</p>	<ul style="list-style-type: none"> • Offenders can access advice on general and sexual health via healthcare services, including details of existing community health related services. 	<p>National Commissioned Co-NHS England</p>

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Table 4b: Rehabilitation Services - Additional Services Offer

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

Segment	Total no. of Prisoners within Segment <ul style="list-style-type: none"> Use the segmentation data tool on the NOMS Performance HUB to get the numerical data you need to populate this column 	Strategic approach to meeting the needs of the segment Title and description of rehabilitative services/interventions and case management activities <ul style="list-style-type: none"> Give the title and a brief description of the case management activities offered to offenders in each segment Give a brief description of the range of rehabilitative services and interventions offered to offenders by segment. Include any accredited programmes on offer. Use the guidance on targeting in Commissioning Intention 4a If a service or intervention is available across more than one segment (for example – TSP may be available to both sex offenders and violent offenders) then state in each applicable box, making clear in the next column the number of completions relating to each segment. 	Indicate whether the service or intervention is commissioned or co-commissioned and the number of offenders who will be able to access the intervention or service annually <ul style="list-style-type: none"> For accredited programmes give the number of completions It is not necessary to record volumes for case management activities
All Offenders – where service targeted by need rather than risk		<p>RAPt: Norfolk Recovery Partnership (NRP) – Deliver assessment and referral service for substance misusers and alcohol users, including psychological support for IDTS prisoners (previously CARATS).</p> <p>RAPt: NRP – 12-step residential addiction programme delivered on G Wing.</p> <p>NA & AA: Open sessions delivered on a fortnightly basis for the whole prison.</p>	<p>Commissioned by NDAP</p> <p>60 Starters, 39 completions</p>
Sexual Offenders	9 (1%)	<p>Case Management: Every offender is allocated an Offender Supervisor and Case Administrator upon reception to Wayland. Sex Offenders who present a high risk of harm are allocated a Seconded Probation Officer as an Offender Supervisor, where appropriate sentence planning is supported by the Inter-departmental Risk Management Team (IRMT) and in all cases there is liaison between the Offender Supervisor and community based Offender Manager.</p> <ul style="list-style-type: none"> Offenders are managed by OMU, with Offender Supervisors motivating the individual to engage in any necessary assessment and advising on pathway to progression. No sexual offending programmes are offered, offenders are signposted to dedicated treatment sites for progression. 	

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		<ul style="list-style-type: none"> • RM2000 assessments provided. • TSP is suitable for sex offenders at Wayland, however due to complications that can arise around offence disclosure, this is only used in exceptional circumstances. 	
Violent offenders	346 (35%)	<p>Case Management: Every offender is allocated an Offender Supervisor and Case Administrator upon reception to Wayland. Violent offenders who present a very high risk of harm are allocated a Probation Officer as an Offender Supervisor, where appropriate sentence planning is supported by the Inter-departmental Risk Management Team (IRMT). Liaison between the Offender Supervisor and Offender Manager supports the sentence planning process. Where appropriate guidance and specialist reports are obtained from regional Psychological Services</p> <p>Alcohol Related Violence (ARV): A medium intensity programme exploring the links between alcohol use and violence – Prioritised for offenders with an OGRS3 score (24months) of 47%+. Lower risk scores can be overridden by the Treatment Manager for life sentence and IPP prisoners. Determinate sentence prisoners with lower risk scores can be consider but permission must be granted by clinical support. The index offence must be alcohol related violence and must be supported by a history of alcohol, related violent offending.</p> <p>RESOLVE: A medium intensity programme exploring strategies for managing aggression and violent behaviour. Offered to offenders with a history or pattern of violent offending or aggression/violence within prison. Referrals must come through sentence planning. OVP score higher 59 – Referred to SCP. OVP between 30-59 considered for RESOLVE. OVP lower than 30 but Medium/High risk to public and index offence not predominantly sexual of domestic violence – can still be considered for RESOLVE. If sexual or domestic violence – this must be addressed first through other interventions.</p> <p>Self Change Programme (SCP): High intensity programme for high risk offenders. Designed for offenders with an OVP score of 60+. This can be overridden with a HCR20 (violence risk assessment carried about by Psychology). Offenders must have evidence of at least 2 previous violent incidents. Referrals must come through sentence planning, completed by offender supervisors. Targets instrumental and expressive violence.</p> <p>Thinking Skills Programme (TSP): A low intensity programme commissioned for offenders convicted of violent and other offending. Prioritised for offenders with an OGRS3 (24 months) score of 47%+. Lower risk scores can only be overridden for life sentence and IPP prisoners, by clinical support. Offenders must also meet a needs cut off score determined via OASys and sentence planning, which cannot be overridden. Referrals can be accepted from anywhere but must be supported by sentence planning and offender supervisors.</p>	<p>36 completions</p> <p>36 completions</p> <p>18 completions</p> <p>63 completions</p>

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Indeterminate Sentenced Prisoners (ISPs)	128 (13%)	<p>Case Management: An Offender Supervisor is allocated dependant on risk. Risk levels dictate if a unified, or Seconded Probation Services O/S is allocated to the case. The level of interaction and engagement between the offender and O/S is also stipulated according to risk and need (see 'Case Management' comments in further sections).</p> <p>There are no specific programmes for ISP prisoners as sentence planning assesses on a 'risk' and 'need' basis rather than sentence type.</p> <ul style="list-style-type: none"> • Dedicated Offender Supervisors with training in managing ISP offenders. • Regular formal ISP sentence planning boards are held to determine the direction of the sentence and prepare for subsequent parole hearings • Regular supervision with Offender Supervisor to ensure motivation is maintained to achieve compliance with sentence plan • Offender involvement in the preparation of reports for parole hearings • Regular ISP forums held with OMU's ISP/Lifer management lead • Prioritised progressive moves as directed by the Parole Board or to complete identified O/B programmes not available at Wayland • Facilitation of regular tri-partite meetings between external O/M, designated O/S and prisoner <ul style="list-style-type: none"> • Alcohol Related Violence (ARV) • RESOLVE • Self Change Programme (SCP) • Thinking Skills Programme (TSP) 	
Low likelihood of any reconviction OGRS 0-24%	125 (13%)	<p>Case Management: Offenders in this category are seen following induction, by their allocated Offender Supervisor and are supported via the self referral process to other agencies. Contact will tend to be at a lower level due to the low risk of reconviction.</p> <p>Suitability for an offending behaviour programme is unlikely with a low OGRS score, offenders in this category are generally directed to the following regime based interventions:</p> <ul style="list-style-type: none"> ○ Education and training ○ Advice and guidance services ○ Work and life based skills preparation 	Commissioned by OLASS provision
Medium likelihood of	216 (22%)	Case Management: Medium risk offenders receive increased interaction from their Offender	

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any reconviction OGRS 25-49%		<p>Supervisor, with multi-agency sentence planning boards where appropriate and engagement with the tri-partite arrangements.</p> <p>Suitability for an offending behaviour programme is unlikely with a medium OGRS score, offenders in this category are generally directed to the following regime based interventions:</p> <ul style="list-style-type: none"> ○ Education and training ○ Advice and guidance services ○ Work and life based skills preparation 	Commissioned by OLASS provision
High likelihood of any reconviction OGRS 50- 74%	436 (44%)	<p>Case Management: High Risk offenders receive increased contact between the offender and Offender Supervisor in with multi-agency sentence planning boards where appropriate and engagement with the tri-partite process.</p> <p><u>Accredited Interventions</u></p> <ul style="list-style-type: none"> • Alcohol Related Violence (ARV) • RESOLVE • Self Change Programme (SCP) • Thinking Skills Programme (TSP) Places cannot be offered to those convicted of acquisitive offences as the programme is not commissioned for these offences. 	
Very high likelihood of any reconviction OGRS 75-89%	191 (19%)	<p>Case Management: Seconded Probation Officer Offender Supervisors are allocated to offenders in this category, with all necessary sentence planning arrangements and pre-release processes being undertaken.</p> <p><u>Accredited Interventions</u></p> <ul style="list-style-type: none"> • Alcohol Related Violence (ARV) • RESOLVE • Self Change Programme (SCP). • Thinking Skills Programme (TSP) Places cannot be offered to those convicted of acquisitive offences as the programme is not commissioned for these offences. 	
Extremely high	15 (2%)	Case Management: Seconded Probation Officer Offender Supervisors are detailed to	

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likelihood of any reconviction (prolific) OGRS 90-100%		<p>offenders in this category, with all necessary sentence planning arrangements and pre-release processes being undertaken.</p> <p><u>Accredited Interventions</u></p> <ul style="list-style-type: none"> • Alcohol Related Violence (ARV) • RESOLVE • Self Change Programme (SCP). • Thinking Skills Programme (TSP) Places cannot be offered to those convicted of acquisitive offences as the programme is not commissioned for these offences 	
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Table 5: Accredited Programmes provided in the establishment		
Does this establishment deliver NOMs Commissioned accredited programmes?		Yes
Name of accredited programme	Number of agreed starts (expected for 2014-15)	Number of agreed completions (planned total for 2014-15)
Living Skills Programmes		
Thinking Skills Programme (TSP)	70	63
Alcohol Related Violence (ARV) Programme	40	36
RESOLVE	40	36
Self Change Programme	16	13
Grand Total	166	148

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Table 6: Development Objective

CI Title & No.	Objective: Describe a SMART objective including what you want to achieve how you will measure your success and key milestones	Does this contribute to a regional objective (yes/no)
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.	<p>We will set a clear overarching strategic vision in relation to rehabilitation and progression, individually tailored to HMP Wayland by August 2014, with outcomes and priorities shared and understood by all who attend, or work at the establishment.</p> <ul style="list-style-type: none"> • Rehabilitation, desistance and progression, underpin the establishments' overarching strategic objectives and functional plans as published by May 2014. Progress against functional milestones will be measure at SMT Quarterly meetings and local Functional Meetings. • Our rehabilitative strategic head line will be published in all key areas by January 2015. • Staff will be issued with a wallet card reminding them of establishment priorities and pro-social behaviours by August 2014. • Staff's understanding of the rehabilitative culture and our 'every contact matters' ethos, is supported through a locally designed training package delivered to all Band 3 Officers by April 2016. • Our rehabilitative purpose expected outcomes for staff, will be built into new SPDR's from opening in 2014. • Staff undertaking our training package, will have it built into their SPDR development plans and progress will be measured against rehabilitative outcomes, at interim and end of year review 2014-15. Progress against the training plan and against the effectiveness of the training, will be monitored at SMT quarterly performance meetings. • Monitoring of the effectiveness of the rehabilitative strategy on staff offender relationships, will take place 'Celsius Group', which monitors the temperature of offenders' experience within the prison, based on internal (such as violence management, complaints analysis etc) and external feedback (such as MQPL and HMIP. Celsius will report to SMT on a monthly basis with actions identified and monitored on the Celsius action plan. 	No
2a. There is evidence of effective coordination of delivery of services and	We will maximise investment of all partners and providers delivering services for offenders at HMP Wayland and maximise outcomes for offenders by ensuring they experience a seamless and joined up service. By September	Yes

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<p>integration of providers locally, regionally and nationally to maximise outcomes for offenders</p>	<p>2014 we will review who we work with and how we work with them and ensure that all contracts and service level agreements demonstrate how each service fits within the overall strategic context of the establishment. This review will include all statutory and non statutory, existing and new partners and providers (including by anticipating any changes as a result of Through the Gate). We will develop a plan which describes how, within 18 months we will deliver:</p> <ul style="list-style-type: none"> • A clear shared strategic vision for how services align to maximise outcomes and create an integrated, seamless offender management service (including a shared understanding of outcomes and priorities) • A clear agreed plan of how services sequence and compliment each other, providing continuity of services to offenders both within and across prisons (facilitating the needs of all providers and contractual partners to allow them to effectively deliver) • Leadership which actively enables and integrates services, where partnership working arrangements improve performance and aid resolution of issues • An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others • An agreement on how to safely use and share data and information <p>Progress will be monitored against the plan at monthly SMT meetings and at a regional level with the DDC.</p>	
<p>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.</p>	<p>To work in partnership with the newly appointed health service provider, to provide a PD pathway service in a Category C male environment.</p> <ul style="list-style-type: none"> • We will work with Norfolk and Suffolk NHS Foundation Trust to ensure that the PD pathway service is sympathetically designed, by June 2014. • We will work with Norfolk and Suffolk NHS Foundation Trust and commissioners, to facilitate any necessary enabling works to ensure an appropriate physical environment is provided for a progression PIPE and PD assessment and treatment service on E-wing during 2014 – 15. • We will work with community probation trusts, Psychological Services and other establishments in the East of England and East Midlands, to establish and maintain a priority based referral list for the assessment service and progression PIPE service. Any referrals will be monitored in line with the establishment's equalities agenda and referrals will be considered by the PD Pathway team at Wayland on a weekly basis. • Enabling Environment accreditation will be achieved within 18 months of full service commencement and progress towards elements will be monitored on a monthly basis at the local performance monitoring meeting. • We will ensure that the enabling environment culture is embedded on E – wing by April 2015. This will take 	<p>Yes</p>

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	<p>place through sequenced unit staff development, following a TNA delivered in partnership with Norfolk and Suffolk NHS Foundation Trust, in April 2014.</p> <ul style="list-style-type: none"> • We will ensure that the PD pathway is integrated seamlessly into the establishments' overall sense of purpose, in providing the means for offenders to access rehabilitation, practice desistance and be rewarded with progression. Wayland's sense of overall rehabilitative purpose, demonstrated through positive staff offender relationships, will be built into all new SPDR's for 2014 – 15 and will be measured through bi-laterals and interim/end of year reviews. • We will ensure that the PD pathway is integrated into establishment delivery by January 2015, through the introduction of the attendance of PD Pathway staff into all strategic meetings, (eg Security, Safer Custody, IRMT), attendance will be monitored on a monthly basis at the local performance monitoring meeting. • Monitoring of the effectiveness of PD pathway and the progress of the establishment becoming supportive of the enabling environment agenda, will be measured at monthly SMT meetings, the local monthly performance monitoring meeting, staff engagement forums and the local 'Celsius Group' (monthly), measuring an offenders' experience. Assurance will be based on internal (such as violence management, complaints analysis etc) and external feedback (such as MQPL, SQL and HMIP). 	
<p>3a. Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.</p>	<p>By March 2015 the prison will review <u>the type</u> 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 <u>the factors</u> 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 when completing these reviews and have in place a strategy for developing its use of evidence to inform practice to maximise outcomes.</p> <ul style="list-style-type: none"> • To analyse our segmentation in Sept 2014, to establish any notable changes in sentence make up and risk levels due to the anticipated changes in our population. • To review our Reducing Re-offending strategy in light of this data, to ensure our provision meets the needs of our population by March 2015. • To implement the updated Reducing Re-Offending strategy and analyse whether offenders are having their needs met by Jun 2015 	Yes (Region 4)

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	

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

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

Table 7d: Agreed delivery hours for specified services			
Service Specification	Output	Agreed hours	Rationale (where hours are agreed above the minimum set within specifications)
Residential Services	Daily time in open air [minimum 30 minutes] (row 21 of the specification)	Mon- Thurs 0.5 hours daily, Fri 1.0 hr, Sat/Sun 2.0.	Wayland is a training prison with a strong work ethos, offenders are given the additional opportunity for recreational exercise on rest days to ensure throughout the week, an offender can access on average, 2.5 hrs per week.
Physical Education	Minimum number of PE Hours [per week] (row 1 of the specification) (as calculated using the SBC published spreadsheet product)	2.5 hours weekly	

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8. Activity Places (Work and Prison Services)

Table 8a: Agreed Activity Allocation places

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

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

INDUSTRIES (ONE3ONE)										
INDUSTRY SERVICE CODE	WORKSHOP NAME	Maximum number of prisoner places per activity (planned per week total for 2014-15)	TOTAL STAFF NUMBERS	CORE HOURS PER WEEK	Annual Internal Soft Charged Sales Predictions	Annual Internal Hard Charged Sales Predictions	Annual External Sales Predictions	Annual Internal Soft Charged Materials Predictions	Annual Internal Hard Charged Materials Predictions	Annual External Materials Predictions
Industries – cleaning BICs	Industrial Cleaning (Mobile Crew)	12	1	24	£0	£0	£0	£0	£0	£0
Industries – cleaning BICs	Industrial Cleaning	12	1	24	£0	£0	£0	£0	£0	£0
Industries – enterprise/contract services	Workshop 3	25	1	24	£0	£0	£68,175	£0	£0	£0
Industries – enterprise/contract services	Workshop 1	40	2	24	£0	£0	£50,500	£0	£0	£0
Industries – enterprise/contract services	Workshop 2	30	1	24	£0	£0	£50,500	£0	£0	£0
Industries – land based activities	Inside Gardens	15	1	24	£0	£0	£0	£11,000	£0	£0
Industries – land based activities	Market Gardens	20	1	24	£3000	£0	£0	£13,500	£0	£0
Industries – land based activities	Poly Tunnels	20	1	24	£7000	£0	£0	£13,500	£0	£0
Industries - retail	DHL – retail workshop	60	9	24	£0	£0	£0	£0	£0	£0
		234	18		£10,000	£0	£169,175	£38,000	£0	£0

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Table 8b: Services (not industries)

Table 8b CU095b (Hours Worked in Services) – this should contain services that are measured under this specific metric			
Activity Service Code	Service Description	Maximum number of prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
Kitchen	Kitchen	41	24
Orderly Cleaners	Ind/Stores/Seg/Reps	22	24
Recycling Activity	Waste T Recycle	26	24
Works Department	Maintenance	6	24
Wing Cleaning	Domestics	147	24
Other Occupations	Gym Ord	9	24
Other Occupations	Chapel	2	24
Other Occupations	Library	6	24
Other Occupations	Reception	1	24
Other Occupations	Resettlement	3	24
Other Occupations	Visits	5	24
Sub total		256	

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Table 8c- other permanent activity places

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

Table 8c: Other Activities			
This should contain activities that are not in scope of either CU095a (Hours Worked in Industry) or CU095b (Hours Worked in Services) metrics.			
Activity Service Code	Activity Description	Maximum number of FTE prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
Basic Key Skills up to level 2	Education	22	24
Education Induction Assessment	Induction Assessment	3	12:30
ROTL	Attend work or education externally to prison	40	40:00
Education leading to accreditation	Education	113	24
PE leading to QCA Qualifications	Active IQ Level 2	12	24
Skills training leading to accreditation	Vocation Training	137	24
Sub total			
Table 8 Total		327	

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Section 3: Regime Outline

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

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

Out of cell session time summary by day

Day	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
Mon	4h 52m	0h 00m	0h 19m	1h 00m	0h 38m	6h 51m
Tue	4h 52m	0h 00m	0h 19m	1h 00m	0h 38m	6h 51m
Wed	4h 52m	0h 00m	0h 19m	1h 00m	0h 38m	6h 51m
Thu	4h 52m	0h 00m	0h 19m	1h 00m	0h 38m	6h 51m
Fri	2h 10m	3h 12m	0h 19m	0h 48m	0h 41m	7h 12m
Sat	0h 00m	6h 24m	0h 02m	1h 13m	0h 00m	7h 40m
Sun	0h 00m	6h 24m	0h 02m	1h 13m	0h 00m	7h 40m

5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	4h 20m	0h 38m	0h 19m	0h 58m	0h 39m	6h 55m

7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	3h 06m	2h 17m	0h 14m	1h 02m	0h 27m	7h 08m

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Section 4: SLA Delivery Requirements and Levels at Commencement Date

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

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

Secure and Decent Custody

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU001	Discharge to Court	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	100.00 %
CU003	Absconds	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CU006	CAT A Escapes													0	0	0	0	0	0
CU007	Escapes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CU016	Mandatory Drug Testing (MDT)	7.80 %	7.80 %	7.80 %	7.80 %	7.80 %	7.80 %	7.80 %	7.80 %	7.80 %	7.80 %	7.80 %	7.80 %	7.80 %	7.80 %	7.80 %	7.80 %	7.80 %	
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 Score BME	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 - & 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
CU057a	Self Harm Audit (A&CA)	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.40
CU067	HMIP	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.95

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	Resettlement	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU075	HMIP Respect	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.79
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU077	HMIP Safety	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.92
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU078	HMIP Purposeful Activity	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.58
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU076	MQPL Safety	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.84
		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	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	2.81
		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)	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	100.00 %
CU043	Generic 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 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

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CU	Offending Behaviour Programme (OBP) Completions	2019-2020	2020-2021	Total
CU021		148.00	148.00	6,456.00

Regimes

[illegible]

General

[illegible]

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