



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**

**HMP/YOI Littlehey**

**Local Establishment Annex 2014-15**

## OFFICIAL

Version Control Table		
Version No.	Reason for Issue / Changes	Date Issued / Amended
P1.0	Published for Commissioning Round from 2014	1 April 2014

## Table of Contents

	Page
<b>SECTION 1: SERVICE OVERVIEW .....</b>	<b>4</b>
1. Establishment Details .....	4
Table 1: Establishment Details .....	4
2. Establishment Population .....	4
Table 2a: Capacity Specification .....	4
Table 2b: Population Allocation Specification .....	5
Table 2c: Population Assumptions – Origin of the Population .....	5
Table 2d: Population Assumptions – Estimated Background of the Population .....	5
<b>SECTION 2: ESTABLISHMENT DELIVERY.....</b>	<b>7</b>
Table 3: Local Response to Commissioning Intentions.....	7
Table 4a: Rehabilitation Services .....	16
Table 4b: Rehabilitation Services - Additional Services Offer.....	20
Table 5: Accredited Programmes provided in the establishment .....	26
Table 6: Development Objective .....	27
Table 7a: Mandatory Service specifications applicable under this Local Annex .....	30
Table 7b: Service specifications applicable under this Local Annex .....	31
Table 7c: Service Options, above the national minimum.....	32
Table 7d: Agreed delivery hours for specified services.....	32
Table 8a: Agreed Activity Allocation places.....	33
Table 8b: Services (not industries).....	34
Table 8c: Other Activities .....	36
<b>SECTION 3: REGIME OUTLINE.....</b>	<b>37</b>
<b>SECTION 4: SLA DELIVERY REQUIREMENTS AND LEVELS AT COMMENCEMENT DATE.....</b>	<b>38</b>

## OFFICIAL

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	<b>HMP &amp; YOI Littlehey</b>
Establishment type	<b>Trainer / YOI</b>
Specialist function	<b>Sex Offender Treatment site and YOI training establishment</b>
Security Category / Categories:	<b>Category C or lower and Young Adults suitable for closed conditions or lower</b>
Annual Operating Price	<b>18,482,052</b>

#### 2. Establishment Population

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

Table 2a: Capacity Specification	
Certified Normal Accommodation	1080
Operational Capacity	1206

Any restrictions in the establishment's allocation criteria must be recorded in the

## OFFICIAL

Population Specification in the table below. Material changes to the Population Specification must be agreed between the **Commissioner** and **HMPS** in advance of the change in population, using the **Notice of Change** process.

Table 2b: Population Allocation Specification	
Gender:	Male prisoners only
Age:	Adults (21 and over) and Young Adults (18-21)
Security Category:	Category C or lower and Young Adults suitable for closed conditions or lower
Sentence Status:	Sentenced prisoners
Sentence Length / Type:	No restrictions No restrictions
Offence Type:	No restrictions
Nationality:	No restrictions

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

Table 2c: Population Assumptions – Origin of the Population
<i>HMP &amp; YOI Littlehey is a split site Prison and Young Offender Institution holding male prisoners aged 18 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 and receives most of its prisoners from local prisons, particularly Bedford and Feltham. This establishment is a Home Office Immigration Spoke prison and will hold FNOs that have identified by the HO as meeting deportation criteria</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	0	0	0	0	0	<b>0</b>
Prisoners sentenced to less than 12 months	0	0	0	0	20	N/A	<b>20</b>
Determinate prisoners serving 12 months or more but less than 4 years	N/A	0	204	0	128	N/A	<b>332</b>
Determinate prisoners serving more than 4 years	N/A	0	370	0	156	N/A	<b>526</b>
Indeterminate prisoners	N/A	N/A	145	0	0	N/A	<b>153</b>
Determinate and indeterminate Recallees	0	0	7	0	0	N/A	<b>23</b>
Non-criminals	0	0	0	0	N/A	N/A	<b>0</b>
Resettlement	N/A	N/A	N/A	N/A	152	N/A	<b>152</b>
Discretionary	N/A	N/A	N/A	N/A	N/A	N/A	<b>0</b>

OFFICIAL

Total	0	0	726	0	480	0	1206
Resettlement	Yes	Reset %	0.31	Reset No.	152		
Specialist Function	Sex Offender Treatment site and YOI training establishment						

## SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions	
CI Title & No.	Response to Commissioning Intention
1. Enhance public protection and ensure a safe, decent environment and rehabilitative culture	<p>HMP/YOI Littlehey will:</p> <ul style="list-style-type: none"> <li>a) <b>There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.</b> <ul style="list-style-type: none"> <li>• Promote an 'every contact matters' culture, using staff ideas and examples of wrong and right interaction with Prisoners. This will be embedded into all staff as apposed to just operational;</li> <li>• Ensure staff work with the IEP scheme; acknowledging and evidencing behaviour that constitutes a rise in IEP level, and challenging and giving feedback on behaviour that means a drop in IEP level.</li> </ul> </li> <li>b) <b>All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.</b> <ul style="list-style-type: none"> <li>• Provide an adequate level of training to staff via the classroom, CSL and Justice Academy.</li> <li>• Ensure Offender Management practices, including management of high risk cases are approached and dealt with correctly, in line with local and National Policies;</li> <li>• Using best the resources available, monitor the timely completion of offender's initial OASys reports and subsequent reviews to ensure regional compliance.</li> </ul> </li> <li>c) <b>Efforts are made to ensure offenders experience the environment as safe.</b> <ul style="list-style-type: none"> <li>• Monitor and evaluate acts of violence and ensure the correct actions are taken as a result of violence;</li> <li>• Analyse data that is drawn from the Hub and feedback findings to the Management structure during Establishment meetings;</li> <li>• Encourage Prisoners to partake in certain groups. I.e. Anti Bully, Listener, Mentor.</li> <li>• A weekly multi disciplinary complex needs meeting identifies high risk/complex Offenders and ensures robust management plans are in place, risk assessments on handcuffing arrangements for seriously ill offenders in hospital are also assessed at the meeting.</li> </ul> </li> <li>d) <b>Good quality risk assessments, risk management systems and information-sharing between partner agencies (where relevant) result in the application of appropriate public protection and security measures, and these ensure the needs of victims are appropriately addressed.</b></li> </ul> <p>Commit to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide</p>

## OFFICIAL

	<p>assurance that individual establishments' Local Security and Public Protection Strategies will be kept up to date in line with current policy.</p> <p><b>e). Intelligence is gathered, developed and shared in a safe and timely manner.</b> Commit to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that individual establishments' Local Security and Public Protection Strategies will be kept up to date in line with current policy.</p> <p><b>f) The availability of drugs and mobile phones in prisons is tackled.</b> Commit to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that individual establishments' Local Security and Public Protection Strategies will be kept up to date in line with current policy.</p> <p><b>g) Prisoners are prevented from continuing criminality from within prisons.</b> Commit to comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that individual establishments' Local Security and Public Protection Strategies will be kept up to date in line with current policy.</p> <p><i>The Local Audit plan will ensure that the areas of this intention are covered, and that staff have a consistent knowledge of enhancing public protection and ensuring a safe, decent environment and rehabilitative culture.</i></p>
<p>2. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners</p>	<p><b>a) There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.</b></p> <ul style="list-style-type: none"> <li>• Continue the transparent and informative working relationships throughout the Establishment with regular Newsletters, initiative based incentives, and feedback on delivery;</li> <li>• Opting for services that do not prove to save money in the short term; but deliver consistently, with a continuous saving to NOMS, as evidenced in reports put together by Contract and Service leads and shared at the monthly Management and Finance meetings;</li> <li>• Ensure all Functions share the same visions, and are informed of new services with use of Highlight Reports at the monthly Establishment Delivery Board and SMT meetings;</li> <li>• Have an effective partnership delivery board that under pins the sequencing of offenders.</li> <li>• Monitor as appropriate and requested by the DDC new contracts to ensure an appropriate level of delivery, recording any risks on the relevant registers; any actions on the relevant plans; and communicating any mitigating factors to the Establishment in a timely manner via staff briefing; notices to both staff and prisoners; and utilising the local intranet.</li> </ul> <p><b>b) 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.</b></p> <ul style="list-style-type: none"> <li>• DWP come in on a weekly basis to offer support and advice to pre release Prisoners, using NOMIS to ensure utilisation of any available appointments. This engagement commence s5 weeks prior to release;</li> <li>• DWP have been provided with an office, telephone and broadband line to access their own computer systems. Access to P-NOMIS has also been granted. The location of the office is linked with other resettlement services such as NACRO, and appointments are arranged by the Nacro team on behalf of DWP.</li> <li>• Provide Prisoners the opportunity to meet employers, and gain real expectations of the working life outside of Prison by doing so.</li> </ul> <p><b>c) In England – work together with NHS England and Public Health England in line with the National Partnership and Co-</b></p>



## OFFICIAL

	<p><b>commissioning agreement to ensure that NHS commissioned health services in custody support both health and justice outcomes.</b></p> <ul style="list-style-type: none"> <li>• Monitor the tendering process for Healthcare provision to ensure both the transition for staff, with the providing of key information and support when needed, and the successful provider delivers a standard of care expected within the NHS for all patients, including mental health provision and a commitment to substance misuse reduction;</li> <li>• Ensure Management are aware of Healthcare updates and initiatives. This will be done via the Drug Strategy meeting, and Healthcare representation at both the SMT and EDB meetings;</li> <li>• Make Prisoners aware of the available addiction recovery programmes and support progress at monthly forums for the Prisoners on the IDTS programme and DART;</li> <li>• Support a reasonable yet punitive policy that Prisoners must sign before entering a treatment programme which allows the Healthcare provider and the Establishment to discipline any Offenders that abuse the services provided;</li> <li>• Continue to support the Healthcare team via the Security department, utilising all liaison resources to make sure key information and intelligence is shared in an appropriate and timely manner, leading to any necessary interventions.</li> </ul> <p>HMP/YOI Littlehey is working closely with providers of healthcare, mental health and substance misuse services through the Cambridgeshire Prison Health Partnership Board which meets quarterly and is chaired by the Head of Health and Justice at NHS England Eastern Area. The Governor and HMPS Head of Healthcare represent the establishment and provide the interface between key commissioners and operational delivery. This governance provides a mechanism for identifying and addressing delivery and strategic issues such as planning around continuity of care and forthcoming impacts of changes to the estate from the Transforming Rehabilitation Programme. We are currently undertaking a review of our Health Needs Assessment led by Public Health England. Our shared priorities from April 2014 focus upon the tendering of all healthcare services, with a preferred provider chosen by September 2014 to commence delivery in April 2015. The establishment has supported the recovery agenda of Inclusion, our substance misuse provider, with a stand alone recovery wing and substantial office accommodation. There is a robust relationship between Security, Healthcare and Inclusion in minimising the misuse of prescribed medication and trafficking of drugs through a timely sharing of information system.</p> <p><b>d) 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.</b></p> <ul style="list-style-type: none"> <li>• Maintain awareness of the vulnerable and ill Prisoners, with use of regular Obs; Case notes; maintaining medical records; ACCT documents; verbal communication; and awareness at the daily briefing to ensure all internal support and services are provided and external support is called in when required in an emergency;</li> <li>• Use the Establishment Action Plan to outline and rectify promptly any areas of improvement for liaison between local authorities, and services provided to the Establishment; provide a suite for Prisoners nearing the end of their Lives. Risk assess each individual before admission to the Haven Suite, Ensure that staff in this area have adequate training to cater for the needs of terminally ill Prisoners, and allow Prisoners to pass away with their dignity and their family present;</li> <li>• Call for medical assistance from the Emergency Services when urgent Healthcare is needed and maintain support and aid via a designated first aider until the point that a professional can take over.</li> <li>• Current provision for those prisoners with Social Care needs is covered by robust identification process, carried out at the point of</li> </ul>
--	---

## OFFICIAL

	<p>reception, by healthcare which will include issues covering LD, elderly prisoners and those with more urgent types of personal care issues such as feeding and toileting. This information is then referred on the equalities department for shared case management. Examples of current provision includes disability and healthcare peer support workers.</p> <ul style="list-style-type: none"> <li>• Engage with Adult Social Care services action plan from the care bill April 2015.</li> </ul> <p>e) <b>In England – Work with local authorities to promote inclusion of, and maximise benefits to, Offenders’ families</b></p> <ul style="list-style-type: none"> <li>• Provide adequate visiting facilities and family services for both Prisoners and Visitors via Ormiston Trust. Working with them to facilitate the needs of Prisoners, and ensure the Establishment provides the necessary information through various media;</li> <li>• Develop links with local authorities in conjunction with certain aspects of the Government green paper, for example troubled families and continue to forge these links to explore current work and new opportunities to strengthen or expand proven interventions and services for offenders and their families.</li> <li>• Through the Chaplaincy; signpost appropriate services to those in need, and offer further information with regards to this CI through the I-Hop website;</li> <li>• Quarterly, accommodate a family day, to give the opportunity for interaction for the longer sentenced Adult Prisoners, and also Young Offenders and their families.</li> <li>• Support and encourage stable family life, the upbringing of children and offering help to those in need who may be experiencing family break-up, violence, drug abuse and imprisonment with Mothers union</li> <li>• Enhance the quality of couple, parental and family relationships. Help relationships and marriages withstand the pressures leading to breakdown, and limit the damage which commonly accompanies failing relationships, separation and divorce; increasing the prospect of subsequent relationships to succeed. This will be done through Relate.</li> </ul> <p>f) <b>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.</b></p> <p>All prisoners that are assessed as requiring Personality Disorder interventions will be highlighted to HMP Wayland.</p> <p>g) <b>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.</b></p> <ul style="list-style-type: none"> <li>• Screen Prisoners for functional skills needs on reception and, where a need is identified, undertake a full assessment, conducted by the OLASS provider, offering maths and English courses as a matter of priority.</li> <li>• Make sure our regimes are planned so as to reduce any interruption to a prisoner's learning; sentence planning and IEP are used to effect in securing prisoner engagement in their learning. Working in collaboration with our OLASS provider, we will closely monitor recruitment, attendance and punctuality and by planning and maximising our resources, we will ensure that prisoner achievement is optimised, using our OLASS budget to the full.</li> <li>• Facilitate regular prison based multi-disciplinary partnership meetings to discuss all aspects of learning and skills delivery and performance.</li> </ul> <p>Access reliable labour market information pertaining to the areas into which prisoners will be released. This will be used to inform our</p>
--	--

## OFFICIAL

	<p>curriculum which is reviewed on-going, so as to meet the needs of a diverse and changing prison population and maximise employment opportunities</p> <ul style="list-style-type: none"> <li>• Drive the development of skills for employment during the latter stage of sentence. Also see that NACRO signpost Prisoners 12 weeks prior to release to ensure that the ETE pathway is followed;.</li> <li>• Work to the regional expectation of Regime Planning; Engaging with Prisoners whilst in custody by maximising and filling allocations to activities; keeping Offenders engaged leading to the continued achievement of Level 4 in KPI CU014 Training/Education on discharge;</li> <li>• See that NACRO signpost Prisoners 12 weeks prior to release to ensure that the ETE pathway is followed;</li> <li>• Use the Labour Booking Tool to best advantage the attendance of Education and Workshops by analysing the trends of non-attendance, challenging this behaviour using the IEP scheme, and deliver feedback to the daily briefing meeting;</li> <li>• Utilise the available resources for Prisoner development using metrics from the Hub to analyse performance and Identify the need for improvement, where improvement may be needed;</li> <li>• Hold regular formal and informal meetings with providers and prisoners to ensure that the current needs of the Establishment are recognised, using the time to obtain feedback of demand and success first hand.</li> </ul> <p><b>h) In England - Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.</b></p> <ul style="list-style-type: none"> <li>• Arrange for the Job centre + come in on a weekly basis to offer support and advice to pre release Prisoners, using the allocation tool to ensure utilisation of any available appointments;</li> <li>• Utilise Employment opportunities sourced through One3One, also using knowledge of the local area, and specific needs of the Prison Service to initiate other Workshops that will deliver results for the Provider and KPI's CU015 Employment on Discharge and CU095a Hours worked in Industry; Negotiate with Employment contracts the provision of accredited qualifications within the Workshops, giving Prisoners key experience whilst gaining recognised certification for release;</li> <li>• Maintain and create new liaison with companies that have the potential to employ rehabilitated offenders e.g. Switch Bank, Waitrose, Barclays and offer the option of work based experience whilst a Prisoner is released on temporary licence e.g. Sue Ryder;</li> <li>• Provide Prisoners the opportunity to meet employers (as mentioned above), and gain real expectations of the working life outside of Prison by doing so; Have an effective partnership delivery board that under pins the sequencing of offenders. All offenders will have access to resettlement services and interventions based on individual assessments of need and risk. (OASYS)</li> </ul>
--	--

## OFFICIAL

<p>3. Deliver an efficient, quality service</p>	<p><b>a) Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.</b></p> <ul style="list-style-type: none"> <li>• Prioritise services provided to best impact on Reducing re-offending by proper analysis of segmentation data; Use all available resources to identify the best reduction of re-offending, ensuring such services are offered to deliver the best outcomes for investment. (OGRS, Risk Matrix 2000 etc);</li> <li>• Assess each individual on arrival and offer a range of resources from various suppliers dependent on need. Ensure the following needs are targeted; Educational; Programme suitability and readiness; Accommodation; Employment; Training; Health;</li> <li>• Allow a wide range of services and activities for the Cat C Adult offenders to participate in including Programmes; Targeted groups; Social peer and mentor Groups; recreational activities as well as a vast offer of employment opportunities which offer an Educational or Training benefit;</li> <li>• Offer a large scope of both classroom and work based Educational opportunities for the Young adult population to encourage participation and rehabilitation.</li> </ul> <p><b>b) Have robust quality assurance processes in place to ensure offender services are (i) delivered as they are intended and (ii) that they are effective</b></p> <ul style="list-style-type: none"> <li>• Thoroughly monitor the monthly delivery of programmes and the attendance in Workshops and Education using the Performance Hub, specifically the Drilldown data for metric CU095a. Labour Boards will be used to ensure a fair employment service is offered; Forward any resulting actions from MQPL/HMIP and Audit reports to the responsible Functional Head within a reasonable timeframe and added to the Establishment action plan to be monitored until completed, with any identified risks added to the local register;</li> <li>• Order a daily Duty Manager check of food, to assure quality and quantity thorough sight and taste. This will be recorded in the daily kitchen log;</li> <li>• Utilise all available healthcare appointments and monitor the attendance; challenging any circumstances for a Prisoner's non attendance;</li> <li>• We work in partnership with the NOMS Interventions Unit (IU) to conduct the quality assurance and operational audit of accredited offending behaviour programmes.</li> <li>• 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.</li> <li>• All intervention implemented will be done so in accordance with PSO 3540. Service delivery will also be monitored regularly via service user feedback, SAR reports, feedback from external stakeholders such as MQPL and HMIP, quarterly Quality Improvement Group meetings and monthly partnership meetings. All actions identified from these processes will be following through using the Establishment Master Action plan which will be reviewed at an establishment level during monthly SMT meetings and at a regional level quarterly with the Governing Governor and DDC.</li> </ul>
---	--

## OFFICIAL

<p>4. Ensure delivery is matched to population, purpose and NOMS outcomes</p>	<p>a) <b>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.</b></p> <ul style="list-style-type: none"> <li>Review the establishments population quarterly using all resources available, including segmentation and local data sources to target appropriate groups, and prove an understanding by dealing with interventions properly, responding to population needs, highlighting and resolving issues to Population Management;</li> <li>Use the sequencing tool to utilise all available service spaces, and to offer those services to priority needs. The newly appointed Activities Hub Manager will lead on this work within Reducing Re-Offending;</li> <li>Work with HMP Norwich and HMP Bure to locate Sex Offenders where appropriate for their needs. See Development Objective 3 for more information.</li> </ul>
<p>5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes</p>	<p>a) <b>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.</b></p> <ul style="list-style-type: none"> <li>Review the Establishments population using Segmentation data and adapt provision to appropriately meet its characteristics, responding to change and adapting to emerging needs;</li> <li>Identify any groups through the Safer Custody Function that may need specific requirements, e.g. transgender Prisoners, and accommodate their needs using the guidance of the function, local policies, and national PSI's;</li> <li>Monitor Mental Health provision and work with other stakeholders to ensure its full integration within the Establishment; Provide appropriate accommodation and support for all Prisoners, conducting CSRA's;</li> <li>In line with guidance from the Regional lead, write up and maintain Information sharing agreements with all third party organisations involved in sharing Prisoner information for rehabilitative needs;</li> <li>Utilise Complex needs meetings to ensure the communication of necessary information in regards to individual needs throughout the Establishment;</li> <li>Continue with thorough hand over to co Establishments when transferring Prisoners in and out, to maintain not only consistency of services provided, but to assure safety of both Staff and Prisoners;</li> </ul> <p>b) <b>Information regarding individual needs and characteristics is used to adapt and sequence services to meet individual needs and maximise their benefit, and offenders are supported and encouraged to access appropriate services.</b></p> <ul style="list-style-type: none"> <li>Offer new inductions information of available services through a Wing process including groups such as Listeners, Buddies, Race Equality;</li> <li>Assign a Liaison Officer to each Protected Characteristic strand to ensure consistency and support where needed; Provide support to the 'Real Voices' self help peer group for gay, Bi-Sexual and Transgender Offenders. This will be done through the Equalities Liaison Officer for Gay, Bi-Sexual and Transgender Prisoners. HMP Littlehey will commit to facilitate at least one meeting per month for this group, which will be solely Prisoner run with the supervision of an Officer;</li> <li>Host a monthly LEAT (Littlehey Equalities Action Team) meeting; chaired by the Governing Governor on a quarterly basis.</li> <li>Completion of Equality Impact assessments on particular areas/issues raised as a concern to ensure all staff and Offenders with protected characteristics are not being discriminated against;</li> <li>Once a local package is devised; re iterate the importance of every contact matters, and provide information to both Prisoners and Staff to support the imbedding of this assurance. – See Development Objective 2 for further information.</li> </ul>

## OFFICIAL

6. Deliver priority national or specialist services	<p><b>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.</b></p> <p>In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Littlehey will ensure delivery in the key thematic areas of Intelligence Gathering &amp; Management; Offender Management and Public Protection; and Interventions &amp; Resettlement, as assessed by NOMS HQ.</p> <p>HMP Littlehey will also ensure that any recommendations related to the identification, assessment and management of extremist offenders which are identified in year through the NOMS assessment process are implemented within reasonable timescale.</p> <p><b>b) Deliver victim-offender conferences where capacity exists and develop partnerships and a supportive environment to enable delivery where it does not.</b>  <b>Littlehey will act as an enabling environment by:</b></p> <ul style="list-style-type: none"> <li>• Awareness of RJ amongst relevant staff groups</li> <li>• Partnerships with organisations and local commissioners to support delivery of RJ</li> <li>• Infrastructure to support delivery, including development of;</li> <li>• a single point of contact for RJ</li> <li>• processes which contribute to suitability and risk assessments</li> <li>• appropriate gate procedures for entry into the prison of victims and other participants</li> <li>• appropriate rooms are available for the conference to take place</li> <li>• integration of RJ into sentence planning</li> </ul> <p><b>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.</b></p> <ul style="list-style-type: none"> <li>• Commit to ensure that all prisoners eligible for HDC who cannot provide an accommodation address are offered accommodation through BASS - in accordance with PSI 25/2013 and Annex I of PSO 6700 (Home Detention Curfew);</li> <li>• Consider BASS as an option when non-BASS HDC placements fail;</li> <li>• Use data obtained from the Hub to investigate any unexpected peaks and troughs that are outside the predicted range for the institution HDC releases;</li> <li>• We will stress the importance of liaison with the offender manager and ensure that releases to BASS are credited as 'suitable and settled' for the purpose of delivery levels.</li> </ul> <p><b>d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.</b></p> <ul style="list-style-type: none"> <li>• Ensure that the Activities Hub Manager, Industries Manager and Business Community Engagement Manager take ownership for</li> </ul>
---	--

## OFFICIAL

	<p>sourcing work and liaising with One3One Solutions with regard to commercial work within the establishment. These Managers will continue to seek opportunities to increase economically beneficial work.</p> <ul style="list-style-type: none"><li>• Use to its full potential the sequencing tool to fill activity spaces with the candidates that will gain the most from that particular role, using all available space to minimise Offenders left on the Wing during the core day.</li><li>• Engage 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.</li></ul> <p><b>e) Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.</b></p> <ul style="list-style-type: none"><li>• Continue to develop its strategy for extending use of video conference consistent with the NOMS Video Action Plan.</li><li>• Begin to use the video conference equipment set up in the Establishments Board Room to better use staff time. It will be encouraged for Regional meetings to be held via video link to maximise the utilisation of staff time and cut down on travel costs and vehicle emissions.</li></ul>
--	--

# OFFICIAL

### 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"> <li>We have a clear strategic vision including a shared understanding of outcomes and priorities to create a truly rehabilitative culture enabling prisoners to effectively engage with the regime and associated rehabilitative services. All departments now have identified business and performance objectives that work toward achieving this vision.</li> <li>Outstanding rehabilitative need is identified and discussed with prisoners at induction. Information on this is shared with all who work with the prisoner so that they can be encouraged and supported to engage with appropriate services.</li> <li>Risk management – all staff will make effective use of information sharing (such as the observation book, handover / daily briefing sheets) and monitoring mechanisms as part of their core tasks that contribute to a safe and secure, decent rehabilitative environment. This will also include ensuring that all information on the range of available rehabilitative services is maintained and up to date.</li> <li>At HMP Littlehey we operate an integrated IEP system that ensures all staff and prisoners have the ability to influence attainment levels through engagement with rehabilitative activity.</li> <li>To embed the concept of “Every Contact Matters” through open forums with line managers and all staff to encourage a rehabilitative culture. These will review how the Civil Service Core Competency Framework (CSCCF) maps to NOMS Vision and Values and statement of purpose and how staff behaviours and relationships between staff and prisoners can contribute to building our prison culture.</li> <li>We will introduce the Every Contact Matters agenda into our contract management and staff performance reviews. All contract staff and HMPS staff will be given the knowledge will strengthen the rehabilitative culture. The drive from 2013/14 for correct submission and completion of; applications, correspondence, complaints, risk assessments etc will continue.</li> <li>Wing staff will continue to support Prisoners within the Recovery Community on H Wing, whilst Facilitators encourage prisoners to continue to address their risk through the different services available whilst they are accessing programmes.</li> </ul> <p>We will work with our regional HRBP, OD lead, and the resources given, to explore how to embed coaching principles into every day staff interactions.</p>	NOMS Local
		NOMS Local
		NOMS Local
		NOMS Local
		NOMS Local
		NOMS Local
		NOMS Local
		NOMS Local
Prisoners are made aware of their responsibilities in engaging with and accessing services	<ul style="list-style-type: none"> <li>We have a joint Statement of Purpose with all our delivery partners which embody our rehabilitative ethos promoting responsible citizenship amongst prisoners. This is widely publicised within the establishment and all prisoners ‘sign up’ to it on reception; it is then measured through mechanisms described below as well as being monitored through the IEP scheme.</li> <li>To commence an Offending Behaviour Programme, ‘conditions of success’ are signed. This agreement is that</li> </ul>	NOMS Local



## OFFICIAL

	<p>the Prisoner agrees to attend and engage in the programme, and clearly states the consequences if non-compliant e.g. IEP Warning.</p> <ul style="list-style-type: none"> <li>• All staff (including permanent staff, those on fixed term contracts and partner providers) will be made aware of the prison's Statement of Purpose and of our rehabilitative ethos. This is reflected in their contracts, job descriptions and via the SPDR process.</li> <li>• We will measure the impact we are having by monitoring; delivery achieved next to requirement on the monthly SLA report. This information will be discussed within the Establishment Delivery Board and Senior Management team meetings.</li> <li>• Through our Every Contact Matters agenda we will aim to ensure prisoners receive consistent messages. We will encourage all staff to demonstrate staff behaviours that are likely to generate positive change in prisoners such as listening to what the key priority issues are, giving practical assistance in problem solving rather than solving the problem for them, encouraging prisoners that they can change and promoting a sense of personal responsibility. We further believe that creating the coaching environment within the prison will ensure that responsible citizenship is firmly embedded into our rehabilitative ethos.</li> <li>• All communication with prisoners is accessible and responsive to their diverse needs. All staff are supported to ensure their engagement with prisoners is effective through our local policy, meetings surrounding equalities, and awareness training available.</li> </ul>	<p>NOMS Local</p> <p>NOMS Local</p> <p>NOMS Local</p> <p>NOMS Local</p> <p>NOMS Local</p>
Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement	<ul style="list-style-type: none"> <li>• HMP Littlehey's Statement of Purpose reflects our commitment to building a rehabilitative culture and is publicised in key places across the establishment to act as a reminder for all staff and prisoners of what is expected. All our internal correspondence including staff and prisoner notices carries this Statement which helps to ensure that it becomes embedded into fabric of the prison.</li> <li>• We will take active measures to promote and improve understanding of the importance of demonstrating pro-social behaviours and attitudes at all levels, and use existing internal communication and line management arrangements to help embed effective practice and encourage a culture of continuous improvement.</li> <li>• We have ensured there are clear links between the new Competency Framework and employment, and action plans, as well as the more formal annual staff reporting mechanism to ensure there is consistency in the way we engage and support offenders.</li> <li>• We will measure the impact we are having through assessing trends in various areas such as complaints, adjudications, violence management and MDT data, and longer term through the findings from external scrutiny such as IMB (Independent Monitoring Board) reports, and visits from MQPL (Measuring the Quality of Prisoner Life) and HMIP (Her Majesties Inspectorate of Prisons).</li> <li>• A wide range of engagement is available for Prisoners to address any issues, and progress through the stages necessary to understand the consequences of this behaviour. E.g. Trailblazers, Victim Awareness and other Offender Behaviour Programmes.</li> <li>• A prisoner forum exists for both Cat C and YOI sides, which is encouraged to highlight good practice across different units/departments within the prison – this enables us to identify where we may need to develop further, and promotes positive staff interaction with prisoners. There are also separate forums held for Canteen Issue, including changing of the Local Product List, and the Transgender Prisoners.</li> </ul>	<p>NOMS Local</p> <p>NOMS Local</p> <p>NOMS Local</p> <p>NOMS Local</p> <p>NOMS Local</p> <p>NOMS Local</p>
Prisoners can access	<ul style="list-style-type: none"> <li>• Employment and Benefit Advisors – prisoners are given access for assistance re future job prospects or for</li> </ul>	Co-Commissioned

## OFFICIAL

appropriate services that enable them to seek suitable employment and/or training for release.	<p>support onto the DWP work programme and in applying for job seekers allowance.</p> <ul style="list-style-type: none"> <li>OLASS provision of basic skills (level 1) training which enables prisoners to engage with the regime as well as providers of rehabilitative services. We will look into providing level 2 Training during this reporting period, see objectives in Table 6.</li> <li>Toe by Toe – peer mentoring reading scheme provided by Shannon Trust.</li> <li>ELS, NACRO, Job deal, NCS/Tribal, Job Centre plus, Education, Workshops, Trailblazers. - Provision of information on disclosure to future employers.</li> </ul> <p><b>Contact details for existing community based services are maintained and accessible to all prisoners</b></p>	<p>Co-Commissioned</p> <p>Co-Commissioned</p> <p>Co-Commissioned</p>
Prisoners can access services that enable them to manage housing needs created as a result of their custody.	<ul style="list-style-type: none"> <li>Stonham – housing benefit advice; maintaining tenancy agreements.</li> <li>Provision of Housing advice leaflets.</li> <li>Prisoners have access to the contact details for existing housing services providers.</li> <li>HIAS and NACRO – Housing Information and Advice Service - including maintaining tenancy agreements as well as support for securing settled accommodation.</li> </ul>	<p>NOMS Regional</p> <p>Co-Commissioned</p> <p>Co-Commissioned</p> <p>Co-Commissioned</p>
Prisoners can access services that enable them to seek settled and suitable housing for release.	<ul style="list-style-type: none"> <li>Stonham – housing benefit advice; maintaining tenancy agreements.</li> <li>Provision of Housing advice leaflets.</li> <li>Prisoners have access to the contact details for existing housing services providers.</li> <li>HIAS and NACRO – Housing Information and Advice Service - including maintaining tenancy agreements as well as support for securing settled accommodation.</li> </ul>	
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"> <li>Prisoners are provided with a debt advice pack supplied by Barclays bank. This also enables Prisoners to address any outstanding financial debts along with services provided by NACRO.</li> <li>DWP - Assistance to close down and reinstate benefit claims.</li> <li>Barclays account programme - Services that enable the opening and management of bank accounts.</li> <li>Christians against Poverty provide one to one advice to the Prisoners.</li> <li>CAP - Enables prisoners to make contact and arrangements with creditors or dependents where payment schedules are likely to be affected.</li> </ul>	<p>Co-Commissioned</p> <p>Co-Commissioned</p> <p>Co-Commissioned</p> <p>Co-Commissioned</p>
Prisoners can access available services which enable them to address their family welfare and family support needs.	<ul style="list-style-type: none"> <li>Domestic Visits including Family day for those in custody for longer periods.</li> <li>Prisoners' immediate families are invited and encouraged to contribute to sentence and resettlement planning objectives.</li> <li>Prisoners are signposted to community based services that support prisoner's families. These Services are often supported by volunteers and the Chaplaincy team.</li> </ul>	<p>NOMS Local</p> <p>NOMS Local</p> <p>NOMS Local</p>
Prisoners have	<ul style="list-style-type: none"> <li>On reception, prisoners current health needs assessment is reviewed, prisoners are subsequently signposted and</li> </ul>	Co-Commissioned

## OFFICIAL

equivalence of access to health services in custody as in the community.	<p>supported in tackling any additionally identified needs.</p> <ul style="list-style-type: none"> <li>Prisoners are provided the contact details for existing community health related services.</li> <li>Prisoners have access to Primary and Secondary health services, including mental health services, commissioned through Health including: Doctor-GP service, Dentist, Nursing care, Optician, Physiotherapy.</li> </ul>	<p>Co-Commissioned</p> <p>Co-Commissioned</p>
Prisoners can access treatment, services, advice and support around drug and alcohol needs.	<ul style="list-style-type: none"> <li>On reception, all prisoners have an individual health assessment. Essential immediate clinical needs are met.</li> <li>Ongoing clinical and psychosocial support is provided based upon the needs of the prisoner.</li> <li>The prison is engaged with the Healthcare provider in order to ensure that prisoner needs are understood and the commissioning strategy is suitable.</li> <li>Prisoners have access to a comprehensive range of services to help address drug and alcohol treatment and are commissioned by the local DAAT to deliver those services to both YO and Adult prisoners at Littlehey. Stabilisation, detoxification and observation are undertaken as appropriate.</li> <li>Drug and Alcohol services are provided by inclusion (specialist directorate of south Staffordshire and Shropshire NHS trust) the provider is commissioned and contracted by Cambridgeshire drug and alcohol team to deliver a need led recovery service.</li> </ul>	All Co-Commissioned
Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.	<ul style="list-style-type: none"> <li>Prisoners are provided with information on reception of the support services available for those that have been affected by domestic violence, rape or abuse.</li> <li>HMP Littlehey offer 350 individual Relate Cambridge counselling sessions, and a 40 week Huntingdon College counselling programme to offer support to Prisoners who have relationship issues and self Harm. This also enables further support on release.</li> </ul>	<p>NOMS Local</p> <p>Co-Commissioned</p>
Prisoners who have been sex workers can access services that offer them advice and support.	<ul style="list-style-type: none"> <li>Prisoners are provided with information on reception of the support services available for those that have been sex workers.</li> </ul>	NOMS Local

OFFICIAL

**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		Strategic approach to meeting the needs of the 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
	Adult	YOI		
All Offenders – where service targeted by need rather than risk	1206	480	<p>Alcoholics Anonymous Groups – to maintain abstinence from alcohol.</p> <p>Narcotics Anonymous Groups – to maintain abstinence from narcotics.</p> <p>Provision of smoking cessation is authorised by healthcare if Prisoners that smoke would like help to give up.</p> <p>Healthy eating programme – to provide education, advice and support to reduce obesity.</p> <p>FBD</p> <p>OLASS living on a budget course – improving life management skills.</p> <p>Recalls:</p> <p>Core rehabilitation services will be available to all fixed term and standard recallees. For those subject to a standard recall, we will also ensure that they have access to appropriate case management to support their ability to make representations to the parole board, irrespective of their OGRS score. We will ensure this group can engage with rehabilitation services as listed in table 4a to enable their earliest and safe re-release.</p>	<ul style="list-style-type: none"> <li>• Use the segmentation data tool on the NOMS Performance HUB to get the numerical data you need to populate this column</li> <li>• Give the title and a brief description of the case management activities offered to offenders in each segment</li> <li>• Give a brief description of the range of rehabilitative services and interventions offered to offenders by segment. Include any accredited programmes on offer.</li> <li>• Use the guidance on targeting in Commissioning Intention 4a</li> <li>• If a service or intervention is available across more than one segment (for example – TSP may be available to both sex offenders and violent offenders) then state in each applicable box, making clear in the next column the number of completions relating to each segment.</li> <li>• For accredited programmes give the number of completions</li> <li>• It is not necessary to record volumes for case management activities</li> </ul>

## OFFICIAL

Sexual Offenders	535	2	<p>Where OASys has not already been completed, we will prioritise sexual offenders for early OASys completion and subsequent reviews, (as well as violent offenders, and ensuring OASys is completed for those with no PSR first or shortest time left to serve).</p> <p>All sex offenders will be assessed using RM2000 to establish their risk of sexual reconviction, where this has not already been done.</p> <p>Low RM2000: not referred for assessment for SOTP unless they are indeterminate sentence, mandatory or discretionary life sentenced prisoners or are identified to be intellectually disabled (e.g. an IQ between 60 and 80 and adaptive functioning deficits).</p> <p>Medium RM2000 or above: We will transfer these prisoners as soon as possible to the regional SOTP site and we will provide 10 TSP places per year to sex offenders who have medium RM2000 or above and are not suitable or are ineligible for SOTP.</p>	<b>SOTP 51 completions</b>
Violent offenders	130	130	<p>Where OASys has not already been completed, we will prioritise violent offenders for early OASys completion and subsequent reviews (as well as sexual offenders, and ensuring OASys is completed for those with no PSR first or shortest time left to serve).</p> <p>We will take OVP into consideration when targeting activities and services for violent offenders.</p> <p>For TSP, we will also include OGRS 25 – 49% violent offenders as we have enough places on TSP to cover their need, though first priority will be given to the 50+ OGRS violent offenders.</p> <p>Where we have violent Offenders with an OVP score above 60% (and long enough left to serve), we will assess them, with assistance from the regional Psychology team, and if they are eligible, they will be prioritised for RESOLVE.</p> <p>DV offenders: we will further assess all offenders with a DV flag on OASys, using SARA. Where their risk is above 'low' we will assess their suitability for a DV intervention and transfer them to HMP Highpoint when they are suitable.</p> <p>For those DV offenders that are high risk on the SARA assessment, we will also prioritise offenders from this group for higher intensity risk management including monitoring of visits, effective sharing of intelligence with external partners, and, where necessary monitoring of correspondence.</p>	<b>Resolve 46 completions</b>

## OFFICIAL

Indeterminate Sentenced Prisoners (ISPs)	140	0	<p>The intensity of case management for ISPs will range from medium to high and will vary over the course of their sentence, with highest levels of intensity around key events such as preparing for moves to open conditions. Intensity of case management for ISPs will also vary according to the level of risk the offender presents (including risk of reoffending, violence, sex offending etc).</p> <p>Bi-annual one to one case management sessions will be staged around key events in their sentence will focus on preparing for/consolidating learning from a programme, reviewing progress, addressing any setbacks, and helping the offender plan next steps.</p> <p>Offenders who are approaching earliest release date offenders will be prioritised for access to interventions although consideration on a case by case basis where this means that a determinate prisoner could be released without treatment.</p>	
Low likelihood of any reconviction OGRS 0-24%	435	30	<p>Low intensity case management for offenders in this OGRS band except for violent offenders with OVP of 30%+, sexual offenders assessed as medium risk or higher under RM2000, or indeterminate sentenced prisoners.</p> <p>Low intensity case management includes: Offender Supervisor review of sentence plan, a drop-in surgery for offenders to attend brief appointments/check on progress in engaging with rehabilitation services. Offender Supervisors will make use of their time on wing supervision duty to "catch-up" with some of their caseload. We will put in place an approach based on 'Every Contact Matters' to ensure that all staff who have contact with offenders understand their role in contributing to rehabilitation, and feed back on any relevant contact to the OMU and Offender Supervisors.</p> <p>Risk management – security considerations inform decisions about the targeting of risk management activities as does the offender's risk of serious harm rating (regardless of their OGRS band).</p> <ul style="list-style-type: none"> <li>• Our minimum risk management approach for all offenders is based on partnership between the OMU, Security Department and others as required, so that all risk information is shared.</li> <li>• Medium ROSH ratings prompt a pro-active approach to observing and recording behaviour, and sharing information across the prison, restricting/monitoring visits where necessary.</li> <li>• High/Very high ROSH ratings are prioritised for highest levels of risk management, which includes monitoring of communications and discussion at inter-departmental risk management meetings in cases of greatest concern.</li> </ul> <p>Offenders within this OGRS band will have access to the core rehabilitative offer as per table 4a. In general, no additional rehabilitation services are offered to offenders in this OGRS band (see specific approaches above for violent offenders, sexual offenders and indeterminate sentence prisoners).</p>	

## OFFICIAL

Medium likelihood of any reconviction OGRS 25-49%	145	60	<p>As above, and in addition;</p> <p>Low Intensity case management will be provided (as described in 0-24% above) for offenders in this OGRS band, except for violent offenders with OVP 30%+, sexual offenders assessed as medium risk or higher under RM2000, or indeterminate sentenced prisoners.</p> <p>Additional Accommodation, Employment, Families and FBD services (as listed in OGRS band 50-74% box) – Offered to offenders within this OGRS band where spaces are not taken by higher OGRS offenders.</p> <p>Offenders in this risk band will be considered for TSP and Resolve but will not secure a place above someone with a higher OGRS score.</p>	
High likelihood of any reconviction OGRS 50- 74%	140	115	<p>As above, and in addition;</p> <p>Medium Intensity case management will be made available to as many offenders in this OGRS band as resources will allow. We will begin by prioritising violent offenders with OVP 30%+, sex offenders with a RM2000 above 'low' and all indeterminate sentenced offenders for this level of service.</p> <p>Medium intensity case management includes: one to one supervision, recognising achievements / reflecting on setbacks and planning for positive change, motivation to maintain or make progress, consolidate learning, observe changes in behaviour or attitudes etc. This is a large group so we will schedule one to one sessions in response to events in each case, with the frequency and length of appointments increasing for those closest to release date, where key work/activity is still required.</p> <p>Short sentence prisoners and those in the last 12 months of their sentence in this OGRS band who are nearing the end of their sentence, will be prioritised to access rehabilitative services to support their resettlement needs. Contact will be made with public protection agencies, as required, in preparation for release.</p> <p>TSP: Non-acquisitive offenders in this OGRS band are offered assessment for and a place on TSP.</p> <p>Acquisitive offenders: We are working with co-commissioning partners to ensure that acquisitive offenders who need drug treatment are able to access it. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment.</p>	

## OFFICIAL

			<p>Accommodation</p> <ul style="list-style-type: none"> <li>• NACRO – Good tenancy course</li> <li>• Stonham Housing - providing mentoring to support Offenders in finding accommodation</li> </ul> <p>Employment</p> <ul style="list-style-type: none"> <li>• OLASS provision of employability skills including CV writing and interview techniques</li> <li>• St Giles – mentoring support to gain employment</li> </ul> <p>Families</p> <ul style="list-style-type: none"> <li>• Family days/child centred visits – (all offence types) to develop and maintain family contact and enable consolidation of learning from parenting and relationship skills courses.</li> <li>• Parenting and relationship skills courses</li> <li>• Maintaining family relationships – home work clubs, story book Dads</li> <li>• Family engagement services – specific case-work as part of LA initiatives</li> </ul>	
<p>Very high likelihood of any reconviction</p> <p>OGRS 75-89%</p>	30	100	<p>As above, and in addition;</p> <p>Highest intensity case management will be made available to as many offenders in this OGRS band as resources will allow. We will begin by prioritising violent offenders with OVP over 60%, sex offenders with a RM2000 above 'medium' and indeterminate sentenced offenders approaching tariff or a move to open conditions.</p> <p>Highest intensity case management is as medium intensity but with more frequent / longer supervision sessions (with a clear purpose linked to the aims of the sentence plan), and active advocating for offenders where they may need help in accessing services to reduce re-offending.</p> <p>Acquisitive offenders: The prison is engaged with Public Health England in order to ensure that prisoner needs around drug misuse are understood and the right services are available at HMP Littlehey. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment.</p> <p>Short sentence prisoners: those that are nearing the end of their sentence will be prioritised to access rehabilitative services to support their resettlement needs.</p> <p>TSP: Non-acquisitive offenders in this OGRS band are offered assessment for and a place on TSP.</p>	<p><b>TSP 50 completions</b></p>



## OFFICIAL

Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	5	15	<p>As above, and in addition;</p> <p>Over 12m - Highest Intensity case management – as medium intensity but with frequent / longer supervision sessions (but with a clear purpose linked to the aims of the sentence), including commissioning specialist one to one interventions as required, active advocating for offenders where they may need help in accessing services to reduce re-offending. Where resources allow, we will particularly prioritise the highest OGRS, OVP and RM2000 groups, and indeterminate sentenced offenders approaching a key stage in their sentence. As part of our case management approach for this risk group, offenders are referred to IOM services in the community for post release supervision and support.</p> <p>Short sentence prisoners: those that are nearing the end of their sentence will be prioritised for IOM and to access rehabilitative services that support safe resettlement.</p>	
--	---	----	--	--

# OFFICIAL

Table 5: Accredited Programmes provided in the establishment		
Does this establishment deliver NOMs Commissioned accredited programmes?		Yes
Name of accredited programme	Number of agreed starts (expected for 2014-15)	Number of agreed completions (planned total for 2014-15)
<b>Living Skills Programmes</b>		
Thinking Skills Programme (TSP)	56	50
RESOLVE	52	46
<b>Total</b>	<b>108</b>	<b>96</b>
<b>Sex Offender Treatment Programme (nationally commissioned)</b>		
Core Sex Offender Treatment Programme (C-SOTP)	54	42
<b>Total</b>	<b>54</b>	<b>42</b>
<b>Grand Total</b>	<b>162</b>	<b>138</b>

## OFFICIAL

**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)
<b>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.</b>	<p>Two cells on A wing will be converted into an intermediate care suite known as the "Care and Dignity Suite." The cells will be converted into one large cell, and will be completely refurbished. This room will be used for prisoners with a terminal diagnosis. It will be fitted out with a hospital bed and comfortable chair and have a wet room suitable for wheel chair access. The prisoner will remain located in this Suite until such a time that their general condition deteriorates and they require full time nursing care. At this point they will transfer over to the Haven Suite.</p> <p>This renovation will be completed by July 2014, with all 11 Healthcare staff having completed the 'Training the Trainer' course at Thorpe Hall by this time. A significant number of Wing staff will have received the end result Training, and the suite will be open and able to operate when needed.</p> <p>Engage with Adult Social Care services in readiness for the care bill April 2015 via partnership working with local authority.</p>	No
<b>1a) There is a sense of purpose in relation to rehabilitation, desistance, and progression through a sentence which is shared and understood by all who work with offenders.</b>	<p>Through our Every Contact Matters agenda we will aim to ensure prisoners receive consistent messages. We will encourage all staff to demonstrate staff behaviours that are likely to generate positive change in prisoners such as listening to what the key priority issues are, giving practical assistance in problem solving rather than solving the problem for them, encouraging prisoners that they can change and promoting a sense of personal responsibility. We further believe that creating the coaching environment within the prison will ensure that responsible citizenship is firmly embedded into our rehabilitative ethos. We aim to model behaviours using the new SPDR template as a performance/management tool: all managers will receive training outlining the new structure to these documents from the HRBP by 1<sup>st</sup> April 2014. By June 30<sup>th</sup> 2014; all staff will be briefed of any significant changes. Management will then adopt a new consistent way to measure performance, and staffing grades will know what is expected of them generically across the Establishment. By August 2014, to promote leading by example; we will identify champions in staff/prisoners to lead on delivering a rehabilitative culture. Information handouts will be prepared and distributed by August 2014, by which time staff briefings will focus on topics surrounding this new culture. Staff and Prisoners will be recognised and awarded for any thought out</p>	Yes

## OFFICIAL

	initiatives that will contribute to the embedding of this new working process.	
<b>4b) Ensure the use of custodial capacity delivers the most cost-effective configuration of places and meets the MOJ's strategic requirements and the needs of co commissioning and delivery partners whilst reducing cost.</b>	<p>Further develop relationships with HMP Norwich and HMP Bure to manage the East of England Sex Offender population in line with the estates reconfiguration initiative.</p> <ul style="list-style-type: none"> <li>Local protocols will be developed to ensure individual prisoners are transferred based on need, progress towards sentence plan objectives maintained and access provided to the range of Sex Offender Programmes available across the 3 sites.</li> <li>This agreement will also ensure the interventions available in each establishment are published; ensuring prisoners are located in establishments which provide the maximum opportunity to meet health, mental health, and drug and alcohol interventions.</li> <li>This work will be undertaken by the Head of Offender Management at HMP Bure, and a draft protocol agreed by all 3 establishments for regional approval by September 2014.</li> <li>Once agreed and confirmed, HMP Littlehey will begin to embed the new protocol immediately, with monthly updates of progress at each SMT meeting, until the Governing Governor is satisfied that the Objective has been fulfilled and staff are working continuously and consistently to meet the need of sex offenders.</li> </ul>	No
<b>1e) Intelligence is gathered, developed and shared in a safe and timely manner.</b>	<p>Adopt 'Celsius' from HMP Wayland and have a fully functioning 'stress' alleviator through monitoring of the Establishments temperature; measuring against the qualitative aspect of an offenders' experience and provide outcome based solutions to problems as they arise and evolve.</p> <ul style="list-style-type: none"> <li>By May 2014, identify the membership of Celsius and designate particular projects issues to each member.</li> <li>Use current reports and feedback as Routine Trend Analysis such as Complaints, Prisoner Forums, Wing reps and daily briefings; adapting them to suit the new monitoring system.</li> <li>Adapt Dynamic trend analysis by July 2014, using information from the Governors eye and emerging concerns; identifying any immediate fix situations and dealing with them appropriately.</li> <li>With the implementation of the IT refresh, create a local information database on the intranet where staff can easily find information that will help answer their queries, and the questions Prisoners put to them; essentially cutting down on applications and complaints.</li> <li>By September 2014, have a structured and informative technique of passing information to Prisoners which moves away from excessive Notices or rumour which can lead to frustration.</li> </ul>	No
<b>2a) There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.</b>	<p>We will maximise investment of all partners and providers delivering services for offenders on the YO side of the establishment; maximise outcomes for offenders by ensuring they experience a seamless and joined up service. We will develop a plan by October 2014 how we will manage the delivery contract and aim for;</p> <ul style="list-style-type: none"> <li>A clear shared strategic vision for how services align to maximise outcomes and create an integrated, seamless offender management service (including a shared understanding of outcomes and priorities)</li> <li>Leadership which actively enables and integrates services, where partnership working arrangements improve</li> </ul>	

## OFFICIAL

	<p>performance and aid resolution of issues</p> <ul style="list-style-type: none"><li>• An agreement on how to safely use and share data and information</li></ul> <p>Progress will be monitored at monthly intervals at the SMT meeting and at a regional level.</p>	
--	---	--

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

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

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

## OFFICIAL

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

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

**Table 7b: Service specifications applicable under this Local Annex**

For the following specifications, indicate which are applicable to the establishment by confirming Yes or No			
37	Specialist Units (HSE)	No	Existing service specification which remains in force
38	Bail Services	Yes	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

## OFFICIAL

Table 7c: Service Options, above the national minimum		
(which are commissioned under this SLA)		
Service specification	Output(s) commissioned	Service Option Commissioned [ YES / NO]
Cell & Area Searching	A risk assessed programme of routine area searching is agreed, documented and completed correctly. <b>HSE only</b>	No
Cell & Area Searching	Assurance is sought through a risk assessed programme of covert testing. <b>Non HSE</b>	Yes
Early Days & Discharge - First Night in Custody	One-to-one welfare support is provided within courts/custody suites to address immediate needs of the prisoner.	Yes
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.	Yes
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.	Yes
Mandatory Drug Testing	Prisoners found guilty of misuse of Class B and/or Class C drugs or who frequently refuse to comply with MDT testing may be subject to a Frequent Testing Programme.	Yes
Mandatory Drug Testing	Prisoners may be subject to Reception testing.	Yes
Prisoner Employment, Training & Skills	Prisoners have the opportunity to gain industry recognised and accredited qualifications through employment, training and skills according to risk and need.	Yes
Prisoner Employment, Training & Skills	Qualifications gained are aligned with market needs and within the Qualifications and Credit Framework	Yes
Deliver Accredited Programmes	Competent staff are contributed to the national training provision as agreed by the commissioner. <b>Output wording subject to revision</b>	Yes

Table 7d: Agreed delivery hours for specified services				
Service Specification	Output	Agreed hours Adult	Agreed hours YOI	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 )	30 minutes daily	30 minutes daily	
Physical Education	Minimum number of PE Hours [per week] (row 1 of the specification) (as calculated using the SBC published spreadsheet product)	2.5 hours weekly	2.5 hours weekly	



**OFFICIAL**

**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
IND_CLN	Industrial Cleaning	15	2	28.25	£0	£0	£0	£0	£0	£0
IND_CRTY	Fine Cell Workshop 9	13	1	28.25	£0	£0	£0	£0	£0	£0
IND_ENT	Contract Services Workshop 6 Electrical	22	1	28.25	£0	£0	£45,000	£0	£0	£0
IND_ENT	Contract Services Workshop 4	18	1	28.25	£0	£0	£25,000	£0	£0	£0
IND_ENG	Engineering Workshop 1	12	1	28.25	£60,000	£50,000	£10,000	£30,000	£25,000	£5,000
IND_LBA	Gardens In/Out	20	3	28.25	£0	£0	£0	£0	£0	£0
IND_OTHW	Forklift Training	3	1	28.25	£0	£0	£0	£0	£0	£0
IND_PICT	PICTA Workshop 3	19	2	28.25	£0	£0	£0	£0	£0	£0
IND_PRNT	Printing Workshop 2	24	3	28.25	£20,000	£30,000	£10,000	£0	£20,000	£2,500
<b>Total</b>		146			£80,000	£80,000	£85,000	£30,000	£45,000	£7,500

OFFICIAL

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

Table 8b CU095b (Hours Worked in Services) – this should contain services that are measured under this specific metric			
Activity Service Code	Service Description	Maximum number of prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
HU1 Wing Activities	Wing Laundry Wing Painters Wing Red band Wing Barber	4	28.39
HU2 Wing Activities	Wing Laundry Wing Painters Wing Red band Wing Barber	4	28.39
HU3 Wing Activities	Wing Laundry Wing Painters Wing Red band Wing Barber	4	28.39
HU4 Wing Activities	Wing Laundry Wing Painters Wing Red band Wing Barber	4	28.39
HU5 Wing Activities	Wing Laundry Wing Painters Wing Red band Wing Barber	4	28.39
HU6 Wing Activities	Wing Laundry Wing Painters Wing Red band Wing Barber	4	28.39
HU7 Wing Activities	Wing Laundry Wing Painters Wing Red band Wing Barber	4	28.39
HU8 Wing Activities	Wing Laundry	4	28.39

# OFFICIAL

	Wing Painters Wing Red band Wing Barber		
HU9 Wing Activities	Wing Laundry Wing Painters	2	28.39
HU10 Wing Activities	Wing Laundry Wing Painters	2	28.39
HU11 Wing Activities	Wing Laundry Wing Painters	2	28.39
HU12 Wing Activities	Wing Laundry Wing Painters	2	28.39
Kitchen		Adult - 20	YOI - 10
Orderly Cleaners		8	28.39
Recycling Activity		15	28.39
Weekend Activity	Wing activities Wing cleaning Kitchen Gardens	Numbers as already stated	28.39
Works Department		1	28.39
Wing Cleaning	Wing cleaning & servery	114	28.39
Other Occupations;		109	28.39
Officers Mess		6	28.39
<b>Sub total</b>		<b>323</b>	

# OFFICIAL

**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
Functional Skills up to level 2		120	28.39
Education Induction Assessment		24	28.39
Education leading to accreditation		246	28.39
PE Leading to QCA Qualifications		No qualifications delivered as per the PSI.	28.39
Skills training leading to Accreditation		204	28.39
ROTL		14 (Staff mess and Garden workers) plus any community based ROTL projects i.e. Sue Ryder, National Grid, Grafham conservation.	28.39
Prison Induction Courses/Interviews			28.39
Other			28.39
<b>Sub total</b>		608	
<b>Table 8 Total</b>		1077	

## OFFICIAL

### Section 3: Regime Outline

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

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

#### Out of cell session time summary by day

Day	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
Mon	5h 36m	0h 45m	0h 55m	0h 51m	0h 39m	8h 47m
Tue	5h 36m	0h 45m	0h 55m	0h 51m	0h 39m	8h 47m
Wed	5h 36m	0h 45m	0h 55m	0h 51m	0h 39m	8h 47m
Thu	5h 36m	0h 45m	0h 55m	0h 51m	0h 39m	8h 47m
Fri	2h 24m	2h 02m	0h 59m	0h 51m	0h 27m	6h 45m
Sat	0h 03m	1h 38m	0h 03m	0h 39m	0h 04m	2h 30m
Sun	0h 00m	1h 16m	0h 03m	0h 31m	0h 00m	1h 51m

#### 5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	4h 57m	1h 00m	0h 55m	0h 51m	0h 36m	8h 22m

#### 7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	3h 33m	1h 08m	0h 40m	0h 46m	0h 26m	6h 36m

# OFFICIAL

## 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)	3.50 %	3.50 %	3.50 %	3.50 %	3.50 %	3.50 %	3.50 %	3.50 %	3.50 %	3.50 %	3.50 %	3.50 %	3.50 %	3.50 %	3.50 %	3.50 %	3.50 %	
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 -	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.56

# OFFICIAL

	Audit & Corporate Assurance (A&CA)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
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
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU067	HMIP Resettlement	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.95
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU075	HMIP Respect	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.79
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU077	HMIP Safety	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.92
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU078	HMIP Purposeful Activity	3.00	3.00	3.00	3.00	3.00	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	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.81
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU088	Violence Management																		

## Offender Management

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU002	Release on Temporary Licence (ROTL)	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																		

## OFFICIAL

			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 MAPPA Forms	of F																		
			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														42	42				942
CU021	Offending Behaviour Programme (OBP) Completions														96.00	96.00				6,456.00

### Regimes

			Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU013	Settled Accommodation on Discharge		86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	86.00 %	
CU014	Training Education / on Discharge		32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	32.00 %	
CU015	Employment on Discharge		20.00 %	20.00 %	20.00 %	20.00 %	20.00 %	20.00 %	20.00 %	20.00 %	20.00 %	20.00 %	20.00 %	20.00 %	20.00 %	20.00 %	20.00 %	20.00 %	20.00 %	
CU095a	Hours Worked In Industry																			

### General



OFFICIAL

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CR003	Staff Sickness Absence																		
CU036	Correspondence Response Times	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	94.44 %
CU063	Water Consumption																		
CU094	Energy Efficiency (CO2e)																		
CU081	Prison Cost Analysis (PCA)	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3