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National Offender  
Management Service

**Annex to South Central  
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 Grendon**

**Local Establishment Annex 2014-15**

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**This document is the Local Establishment Annex 2014-15 to the South Central 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**

<b>Table 1: Establishment Details</b>	
Establishment name	HMP Grendon
Establishment type	Trainer and Therapeutic Community
Specialist function	Therapeutic community
Security Category/ Categories:	Category B or lower
Annual Operating Price	To be agreed

### **2. Establishment Population**

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

<b>Table 2a: Capacity Specification</b>	
Certified Normal Accommodation	208
Operational Capacity	233

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

**Table 2b: Population Allocation Specification**

Gender:	Male prisoners only
Age:	Adults (21 and over)
Security Category:	Category B or lower
Sentence Status:	Sentenced prisoners
Sentence Length / Type:	Sentences of 4 years or more or Life/ IPP or best fit
Offence Type:	No restrictions
Nationality:	No restrictions

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

**Table 2c: Population Assumptions – Origin of the Population**

*HMP Grendon is a Category B training prison holding male prisoners aged 21 and over. The population is mainly comprised of longer sentenced determinate prisoners and a number of prisoners serving long sentences for serious violent crimes. This establishment is a therapeutic community and takes prisoners referred from other establishments, according to agreed selection criteria. There is no segregation unit and therefore it relies on Bullingdon and Woodhill prisons to take prisoners at short notice where there are operational or security grounds for their removal from Grendon.*

**Table 2d: Population Assumptions – Estimated Background of the Population****OCTOBER 2014**

	Cat A	Cat B	Cat C	Cat D	Male YO	Other	Total
Prisoners on remand, convicted unsentenced, or sentenced uncategorised	0	N/A	N/A	N/A	N/A	N/A	0
Prisoners sentenced to less than 12 months	N/A	N/A	N/A	N/A	N/A	N/A	0
Determinate prisoners serving 12 months or more but less than 4 years	N/A	N/A	N/A	N/A	N/A	N/A	0
Determinate prisoners serving more than 4 years	N/A	8	12	N/A	N/A	N/A	20
Indeterminate prisoners	N/A	84	126	N/A	N/A	N/A	210
Determinate and indeterminate Recallees	N/A	N/A	3	N/A	N/A	N/A	3
Non-criminals	N/A	N/A	N/A	N/A	N/A	N/A	0
Resettlement	N/A	N/A	N/A	N/A	N/A	N/A	0
Discretionary	N/A	N/A	N/A	N/A	N/A	N/A	0
Total	0	110	123	0	0	0	233
Resettlement	No	Reset %		NA	Reset No.		NA
Specialist Function	Therapeutic community						

## 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>a) As a Democratic Therapeutic Community there is a distinct and well understood philosophy at Grendon which produces a strong belief shared by the whole community; staff, volunteers, visitors and prisoners that change is possible and the community members work together to achieve this. Relationships between staff and inmates are good; this has regularly been recognised by HMIP and MQPL reports. All prisoners have clear targets identified which they are expected to address through their groups and participation in community life. Prisoners are challenged by staff and their peers and are in turn encouraged to challenge others. Each community has a written constitution shared by all who live or work there and all are accredited by the Community of Communities.</p> <p>b) Therapy is provided by a multi disciplinary team and staff experience regular group and individual supervision. Staff delivering therapy undergoes formal training over a two year period from joining and all other staff in the prison are provided with awareness training to enable them to better understand their roles in the community. Staff of all disciplines are expected to see themselves as part of the Grendon community and to understand the importance of their interactions with prisoners, colleagues and visitor in relation the service's "Every contact matters" agenda</p> <p>c) Prisoners applying to Grendon are required to sign up to no violence; no drugs policy and levels of violence in the prison are low. There is no segregation unit and prisoners who are unable or unwilling to adhere to a non violent environment will be transferred out. Prisoners who are not abiding by the community constitution will be challenged on their commitment and may be voted out of the community. Use of force is minimal and significantly lower than other Category B prisons. Adjudication rates are similarly low and many issues are addressed through the therapeutic processes on the wing. All indications of violence are challenged and addressed in therapy. Antisocial behaviour is addressed promptly. Community compacts with behaviour targets are set and monitored by the community and where necessary for prisoners who are currently out of therapy formal anti bullying protocols are available.</p> <p>1d - 1g</p> <p>Please see Regional SLA</p>

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<p>2. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners.</p>	<p>a) Within the constraints of its specialist nature as a Democratic Therapeutic Community HMP Grendon works with a range of organisations and individuals from the statutory and voluntary sector, including mental and physical healthcare, drug support, education, faith, employment services and the creative therapies. The overarching approach to the strategic management of the interrelationship with therapy is led by the Governing Governor through the vehicle of the Therapy Policy meeting and is supported by the Director of Clinical Services and other senior managers in the prison through additional meetings and forums such as the QIG, Drug Strategy, DEAT and the Healthcare-Therapists meeting. These regular meetings ensure that effective communication is maintained and a shared understanding of the interrelationships between each other and with the Therapeutic community more generally is owned by all. Each of the individual communities in Grendon has its own Offender Supervisor and a well established Offender Management Model ensures that all prisoners have individual needs assessed and targets set which are then taken to the communities where priorities are identified according to therapeutic need. The overall package of services provided is subject to ongoing review. The complex nature of the relationship with therapy and of the information being worked with requires a precise understanding of the importance of the need for effective information sharing and work is ongoing to ensure that clearly defined and agreed protocols are in place and effectively policed. In the recently published HMIP report the Chief Inspector highlighted how the developments of the new national offender personality disorder pathway identified a clear role for Grendon and its value as an important national resource. The current co-commissioned developments of an adapted TC for men with learning difficulties and the extended induction and preparation for treatment unit will further enhance Grendon's role in the wider PD strategy.</p> <p>b) Very few prisoners are directly discharged from Grendon; support from National Careers Service in arranging appointments, advice and guidance is provided on an ad hoc basis by the NCS staff based in HMP Springhill and is instigated and arranged by OMU.</p> <p>c) Health provision at Grendon is delivered by a range of providers commissioned by NHS England, including Care UK, Oxford Health NHS Foundation Trust and local dental provision, and work has recently been completed to provide a comprehensive Mental Health Needs Assessment for Grendon and the neighbouring establishments. This has identified various gaps and under performance in services and will form the foundation of work to correct this over the next year. In addition the contracts for provision of care are due for renewal in April 2015 and the establishment will work closely with commissioners to prepare for the retendering exercise.</p> <p>d) Provision for prisoners with care and support needs is limited at Grendon and a recent HMIP report indicated that numbers of disabled prisoners were under identified and considerable work was required to improve their service. Following this report work is ongoing to identify those prisoners with care and support needs and to determine the level of need they present with. Grendon will seek to work closely with the Local Authority to develop services which will meet the needs of the forthcoming Care Act. Subject to its passage through Parliament, the Care Bill will reform the social care system in England from April 2015. The Bill is expected to impose a duty on Local Authorities to assess the social care needs of eligible people detained in prison.</p> <p>The main groups of prisoners with care needs are likely to be those with learning disabilities, older offenders, and offenders with physical disabilities. Needs may pre-date sentencing, arise during a sentence or emerge at the end of a sentence or in preparation for release from custody. Offender Supervisors will play a key role in identifying and signposting to services for these needs.</p> <p>The assumption is that local authorities will support us to deliver personal care needs, including such things as help with washing, dressing, toileting, feeding, massages, use of hoists, and turning at night. It is expected that we will continue to be required to assist prisoners with</p>
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	<p>care needs relating to daily living activities, such as mobility, obtaining food, communication and religious practice. We will explore using other prisoners to have some formalised caring role in meeting these non-contact needs.</p> <p>By the end of March 2015 we will be able to evidence joint work between HMP Grendon, our healthcare commissioners and provider, and social care services so that:</p> <ul style="list-style-type: none"> <li>• The level of social care services provided reflects the evidenced needs of the prison population; evidence of how needs are met is identified by the Governor, IMB, and other stakeholders.</li> <li>• We will, as a minimum, have arrangements in place for suitably qualified staff to assess prisoners social care needs.</li> <li>• As a minimum, arrangements are in place to ensure the provision of urgent personal care services to individuals with a high level of need, such as the need for assistance with feeding or toileting.</li> <li>• If our population is identified as having a high level of social care need, then regular arrangements for social care services are in place.</li> </ul> <p>e) Grendon recognises the importance in maintaining, restoring and developing family links in reducing reoffending. We have a well developed programme of visits and events including family days where relatives spend time on the wing, share a meal with the community and are able to see their loved one's accommodation. Other events such as "Visits with a Difference" and the four Children's days take place each year where prisoners participate in a meal and play sessions with their children and put into practice skills learnt in therapy enable family members develop an understanding of therapy. This work is led by our Visits Co-ordinator whose work with visits and families has been recognised by a Butler Trust award. Some 72% of prisoners reported that had supported and helped them in maintaining contact with family and friends whilst at Grendon. However work with Local Authorities in relation to families has been very limited in nature, we recognise the importance of engaging more directly with this work and will seek to build relationships with our Local Authorities to support the Troubled Families programme where appropriate.</p> <p>f) Co-commissioned with NHS England services for prisoners with learning disabilities are due to open in April with provision for 20 men. Also co-commissioned and commencing in April is the development of the "Extended Assessment and Preparation for Therapy Unit" which will enable men who are not yet fully ready to participate in therapy to come to Grendon to address this prior to commencing therapy. In addition HMP Grendon provides an accredited Democratic Therapeutic Community programme 72 completions annually.</p> <p>g) The OLASS provision at HMP Grendon is monitored for quality and performance through a set of meetings outlined within the OLASS Governance Structure. The monthly Quality Performance Group (QPG) evaluates the quality and performance of the OLASS contracts. The QPG is chaired by the HOLSE with representation from the Head of Corporate Services, PE, OMU and all external OLASS providers. Information from this meeting is passed to the quarterly Governance Meeting that is chaired by either the OLASS Lead Governor or the DDC. Information from the QPG is disseminated internally to the SMT through the monthly Regime Review Meeting.</p> <p>Information on recruitment, attendance and reasons for absences is reported through the morning briefings on a weekly basis.</p> <p>The National Careers Service has a small presence within Grendon, and is focused on those men that are due for release. It is an ad hoc service that is supported by the NCS Advisors based within HMP Spring Hill. To support the monthly QPG, quarterly independent contract meetings are help with Tribal and Babcock the prime providers.</p>
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	<p>h) The great majority of men moving on from Grendon do so to other closed establishments, often with some considerable time left to serve. Those that are released into the community do so with stringent licence conditions which often limit their opportunity for employment. For these men planning and partnership working with other agencies is led by the Offender Management Unit and commences six months prior to final discharge.</p>
3. Deliver an efficient, quality service	<p>a) Prisoners at Grendon are required to apply to come here, are pre selected by a comprehensive assessment of their offending behaviour and criminogenic needs, they undergo further assessment on arrival and only those men who are identified as most likely to respond positively to the DTC programme progress from the assessment unit to the individual communities.. Over 70% have a medium to very high OGRS score and over 70% have been convicted of a violent offence. 95 % have an indeterminate sentence. All prisoners at Grendon participate in the Democratic Therapeutic Community which is an evidence based accredited programme with good evidence to support its effectiveness in reducing reoffending for offenders with personality disorder or high risk offenders. Research has demonstrated reduced rates of institutional misconduct for both violent behaviour and general misconduct and a reduction in reconviction rates for men who have remained in therapy over 18 months.</p> <p>b) The therapeutic communities are accredited by the Correctional Services Accreditation and Advisory Panel and their standards and performance against the standards were monitored <i>by the</i> Community of Communities (a quality improvement and accreditation programme for therapeutic communities) and receive annual assessments which lead to action plans and service improvements. These are reported into and monitored by the monthly Therapy Policy meeting which is attended by senior operational and clinical staff and representatives from partner providers. They are additionally incorporated into the establishments Consolidated Action plan and monitored through the management bilat process, led by the Governor. All action plans from other external and internal audits are similarly incorporated and managed via the CAP. A monthly therapy report is also provided for this meeting by the psychology department which gives a breakdown of the numbers of groups run, the uptake of creative therapies, supervision uptake, prisoner statistics and segmentation data. Quality assurance is further supported by analysis of IMB rota reports, prisoner complaints and feedback from staff at the monthly therapy meeting where staff of all grades come together to discuss which may impact on the communities. The co-commissioned services of health care and education have local quality assurance processes in place and these are shared in regular meetings with managers from HMP Grendon. Less frequent external reports also play a significant role in monitoring and informing quality issues. A recently completed HMIP report found outcomes were good in three of their tests and reasonably good in the fourth and highlighted Grendon's value as an important national resource. And the last MQPL report completed in 2011 found that the scores for overall quality of life reported were significantly higher than 44 of the 46 training prisons surveyed. In addition 94% of the men agreed that they had been encouraged to address their offending behaviour in Grendon and 80% (compared with 68%) nationally agreed they were able to maintain meaningful contact with family.</p>
4. Ensure delivery is matched to population, purpose and NOMS outcomes	<p>a) As a Democratic Therapeutic Community HMP Grendon works predominately with individuals with psychological and emotional trauma and personality disorders. Its focus is on offenders with medium to high, or above, risk of harm however in particular circumstances where clear benefit to the individual is expected clinical judgement is used to over ride these criteria. Once selected for Grendon all men are exposed to the same DTC programme, however the initial induction and assessment period of twelve week is used to further assess an individuals needs and to deselect individuals who are not appropriate for therapy at this stage. All new receptions to Grendon are reviewed by the Offender Management Unit and those who are identified as presenting a risk to children or are high risk to the public are referred to the Interdepartmental Risk Management Meeting where the level of risk management is agreed and monitored. Whilst all men on the communities experience the same programme those with particular needs or higher risks may be given access to</p>

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	<p>additional interventions through Psychodrama and Art Therapy, or remain in the DTC for a longer period than those with less complex needs. Some individuals who have experienced difficulties in participating fully in the DTC have struggled due to varying degrees of learning difficulties. Others have been rejected during the initial application stage for the same reasons. In response to this HMP Grendon has been commissioned to provide an adapted DTC programme for twenty men to support those with an IQ in the 60 – 80 through a more structured regime. This will open in April 2014 with six men and build to full capacity in a phased approach over the following twelve months.</p>
<p>5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes.</p>	<p>a) Prisoners selected for Grendon have completed a comprehensive personal application form which is supported by a range of professional reports. These are used to make an initial identification of needs; this is then complimented by a twelve week assessment period following their transfer to Grendon. The individual needs and level of motivation to engage in therapy are assessed to determine appropriateness for therapy and indicate those areas of need which they will be expected to address therein. This process are in addition to the standard processes which prisoners undergo on transfer between establishments, including, healthcare screening, education assessments, equalities questionnaires, cell sharing risk assessments. All prisoners at Grendon sign a compact agreeing to the appropriate sharing of medical information with the multi-disciplinary therapeutic team. Work is currently being carried out to improve information sharing agreements between the various provider organisations in Grendon. In addition all current Grendon residents have been surveyed to ensure any gaps in our data on protected characteristics is complete and up to date on PNomis and where necessary reasonable adjustments made. Prisoners with disabilities have reported a less positive experience at Grendon than those without, this has also been identified by our recent HMIP inspection and the prison has committed to addressing this in our response to the report. Every prisoner has an offender supervisor, with a particular Offender Supervisor being attached to each wing. They work closely with therapists and other specialists during an individual's time at Grendon to ensure that his needs are identified, appropriate targets set and monitored and attitudes and behaviour challenged. Much of this work will take place in small groups and wing meetings but it will also inform work and activities off wing.</p> <p>b) The nature of the therapeutic environment and the relationship between residents and staff ensure that the specific needs and characteristics of individuals are identified and supported through their community. However this has been identified as underdeveloped in relation to LDD. The prison is currently establishing a TC for prisoners with mild to moderate learning difficulties with an IQ in the 60 – 80 range, this will provide an adapted TC regime with additional support to enable this group of men, who would previously have not been selected for therapy or deselected shortly after starting, to benefit from the TC programme. In conjunction with the provision of a LDTC a programme of training in relation to Learning Disability and Difficulty will be made available to all staff to increase awareness and understanding in this area.</p>
<p>6. Deliver priority national or specialist services`</p>	<p>a) In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Grendon will ensure delivery in the key thematic areas of Intelligence Gathering &amp; Management; Offender Management and Public Protection; and Interventions and Resettlement.</p> <p>HMP Grendon 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) During the past year several well attended special events have been organised by prisoners in conjunction with knife and gun crime charities enabling prisoners and victims of crime to come together to facilitate shared understanding. Individual RJ meetings have not</p>

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	<p>taken place however OMU staff have had awareness training in Restorative Justice and one of the Probation Officers is a trainer, We would seek to facilitate one to one meetings if so requested and would ensure arrangements would be appropriate and sensitive to the particular nature of the individual situation.</p> <p>d) The particular nature of the regime limits the time currently available for commercial and economically beneficial work by prisoners to two hours daily for a maximum of four days a week. Previous experience has indicated that it would be difficult to attract commercial contracts for this limited time. However a development objective is proposed to explore this further.</p> <p>e) HMP Grendon will continue a strategy for extending the use of video conference facilities by September 2014 consistent with the NOMS Video Action Plan, ensuring that use is consistent with the type of establishment and makes maximum usage of existing facilities. The Deputy Governor will be the establishment lead for the NOMS video action plan and will establish and maintain relationships with the relevant stakeholders.</p>
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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"> <li>• All prisoners are initially located on the assessment unit where they experience a 12 week programme of induction and assessment.</li> <li>• Relationship building between staff and prisoners commences in reception where new arrivals are treated as individuals, met with a handshake and first name terms are used.</li> <li>• All prisoners have an induction meeting with staff and prisoner representatives who explain the day to day processes in Grendon</li> <li>• Prisoners learn how Grendon works and develop an understanding of the therapeutic process by participation in community meetings and the wing milieu.</li> <li>• Staff encourage new prisoners to develop relationships with them and prisoners are encouraged to spend time with staff on the wing or in the office.</li> <li>• Prisoners receive progress reports at regular intervals where they are asked how they gauge their interactions and then receive feedback from staff.</li> <li>• Ongoing community activities encourage involvement and membership of the community</li> </ul>	
Prisoners are made aware of their responsibilities in engaging with and accessing services	<ul style="list-style-type: none"> <li>• All communities have their own written constitution; each community has its own chair and vice chair and all members are expected to participate in the life of the community by undertaking particular roles which the community votes on.</li> <li>• Decisions are made by committee and members are expected to abide by these and will be challenged by other members if they do not.</li> <li>• Behaviour and culture is challenged throughout the community life</li> <li>• Members are expected to support each other and are encouraged to develop a duty of care to each other</li> <li>• Selected members are given responsibility for critical roles as representatives to ensure important information is made available to other members.</li> <li>• The initial assessment period and on going work with the offender supervisor will help to identify targets which may then be addressed by the individual with the support of the community through the therapeutic process.</li> </ul>	
Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement	<ul style="list-style-type: none"> <li>• Staff delivering therapy undergo a comprehensive training programme Therapeutic Community Accredited Training (TCAT) which enables them to develop skills in group work, pro social modelling, motivation etc.</li> <li>• Other staff receive awareness training which is designed to enable them to understand the DTC process and their role in it.</li> <li>• Staff participate in Group and Individual Supervision where they are encouraged to explore their interactions and engagement with prisoners and colleagues</li> <li>• Staff and prisoners are expected to challenge and be challenged where inappropriate or undesired behaviours or attitudes are displayed</li> </ul>	

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Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	<ul style="list-style-type: none"> <li>• All prisoners undergo a Learning Needs Assessment via the OLASS provider MK College.</li> <li>• Prisoners have the opportunity to participate in basic skill courses in relation to money management, Decision making and Family relationships</li> <li>• Prisoners with literacy difficulties can be supported through the toe by toe reading scheme</li> <li>• Very few prisoners are released from Grendon, but where they are planning meetings are organised by OMU from six months prior to discharge incorporating National Careers Office staff</li> <li>• Employment related targets are identified in therapy and fed back to offender supervisors and offender managers</li> <li>• Employment benefit advisors are available to those prisoners who require them and appointments with benefits offices are made in advance of discharge</li> </ul>	<p>Co-Commissioned National SFA</p> <p>Co-commissioned national contract with DWP.</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>• The majority of prisoners at Grendon are serving indeterminate sentences, have been in custody for some years and are not due for release for some time.</li> <li>• Where appropriate Offender Supervisors will work with prisoners and other agencies to address needs in this area.</li> </ul>	
Prisoners can access services that enable them to seek settled and suitable housing for release.	<ul style="list-style-type: none"> <li>• Very few prisoners are released directly from Grendon; the majority are indeterminate sentenced prisoners. The main resettlement focus is to undergo therapy to reduce their risk and demonstrate suitability for less secure conditions.</li> <li>• Offender Supervisors will work on a one to one basis with prisoners to challenge unrealistic expectations and these in turn may be addressed in therapy</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 have access to courses on money management via the OLASS provider</li> <li>• Offender Supervisors address this issue individuals with prisoners where required and where appropriate signpost to relevant services.</li> </ul>	
Prisoners can access available services which enable them to address their family welfare and family support needs.	<p>Domestic visits available Wednesdays, Saturdays and Sundays</p> <ul style="list-style-type: none"> <li>• Two Family days on each wing for adult visitors take place each year</li> <li>• "Visits with a difference" is a scheme run jointly by prisoners and staff on an annual basis where families can gain a fuller understanding of the work their relatives are doing in Grendon</li> <li>• Four Children's days take place each year where prisoners participate in a meal and play sessions with their children and put into practice skills learnt in therapy</li> <li>• Therapeutic visits where prisoners can have meetings with their relatives, wing therapist and personal officer, usually focused on rebuilding relationships where they have broken down.</li> <li>• 72% of prisoners reported that staff had supported and helped them in maintaining contact with family and friends whilst at Grendon.</li> <li>• Offender Supervisors will work with individual prisoners to address family issues</li> </ul>	

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Prisoners have equivalence of access to health services in custody as in the community.	<ul style="list-style-type: none"> <li>Prisoners have access to a comprehensive suite of health care professionals through a range of providers. This includes primary and secondary health care for physical and mental health needs.</li> <li>Prisoners are given an information pack identifying the services available to them</li> <li>Prisoners are made aware of and assisted in contacting the local Patient Advice and Liaison Service</li> <li>Prisoner representatives participate in an establishment wide health care forum</li> <li>HMIP survey has demonstrated that prisoners at Grendon report significantly higher levels of satisfaction with the quality of health care provided than comparator prisons</li> </ul>	National Co-Commissioned NHS England
Prisoners can access treatment, services, advice and support around drug and alcohol needs.	<ul style="list-style-type: none"> <li>All new arrivals at Grendon are screened by the DART within three days.</li> <li>The team are based on the assessment unit and easily accessible to prisoners</li> <li>A recent HMIP survey of prisoners indicated that 98% said that the support they received with their drug or alcohol problems had been helpful</li> <li>DART care plans are shared with Offender Supervisors and therapists</li> </ul>	National Co-Commissioned NHS England
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 supported in disclosing and addressing issues throughout the therapeutic process by participation in the Democratic Therapeutic Community</li> <li>Staff training and regular supervision from wing therapists ensures that issues concerning domestic violence, rape or abuse are managed in an effective and therapeutic manner</li> </ul>	
Prisoners who have been sex workers can access services that offer them advice and support.	<ul style="list-style-type: none"> <li>Prisoners are supported in disclosing and addressing issues throughout the therapeutic process by participation in the Democratic Therapeutic Community</li> <li>Prisoners are able to obtain appropriate healthcare provision</li> </ul>	

**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	<b>Total no. of Prisoners within Segment</b> <ul style="list-style-type: none"> <li>Use the segmentation data tool on the NOMS Performance HUB to get the numerical data you need to populate this column</li> </ul>	<b>Strategic approach to meeting the needs of the segment</b>  <b>Title and description of rehabilitative services/interventions and case management activities</b> <ul style="list-style-type: none"> <li>Give the title and a brief description of the case management activities offered to offenders in each segment</li> <li>Give a brief description of the range of rehabilitative services and interventions offered to offenders by segment. Include any accredited programmes on offer.</li> <li>Use the guidance on targeting in Commissioning Intention 4a</li> <li>If a service or intervention is available across more than one segment (for example – TSP may be available to both sex offenders and violent offenders) then state in each applicable box, making clear in the next column the number of completions relating to each segment.</li> </ul>	<b>Indicate whether the service or intervention is commissioned or co-commissioned and the number of offenders who will be able to access the intervention or service annually</b> <ul style="list-style-type: none"> <li>For accredited programmes give the number of completions</li> <li>It is not necessary to record volumes for case management activities</li> </ul>
All Offenders – where service targeted by need rather than risk	<b>216</b>	<p>Official Prison Visitors Scheme Volunteers, co-ordinated by chaplaincy who offer friendship to prisoners<sup>12</sup></p> <p>Artist in residence Recreational art groups not connected with therapy or education, 15 at any one time</p> <p>Yoga Yoga based relaxation classes for prisoners up to 15 at a time</p> <p>Gaviliers Forum to develop public speaking skills on going for 15 at a time</p> <p>National Careers Service Works with individual prisoners to provide advice and support with CV writing, self employment and careers.</p> <p>Demand led with a maximum of six prisoners at any one time. Each individual can have up to three intervention</p>	

		<p>Psycho-drama- Group based action methods are used to help prisoners explore their relationships, understand how experiences link to present behaviour and attitudes and supports them in expressing emotions and discovering new ways of dealing with problems</p> <p>Art Psychotherapy - A group process involving the making of pictures or three dimensional works to facilitate change and increased self awareness. And assisting in the resolution of inner conflict and emotional problems</p> <p>Diversity events – Regular community events organised by community members to enhance understanding and awareness of other cultures. Participation is agreed within the communities where it is felt individuals would benefit from this.</p> <p>Social evenings – Each therapy wing hosts two social evenings a year when professionals from the prison and elsewhere are invited to participate in the life of the community.</p> <p>Toe by Toe – This peer based literacy mentoring scheme is available to all men who feel they have issues with literacy. Accessed on demand.</p> <p>As a Democratic Therapeutic Community Grendon provides a distinctive environment delivering group therapy and structured community living where members have shared responsibility for day to day decision making and problem solving. The TC intervention centres on addressing the risk factors and offending behaviour needs which emerge in this environment and as such all prisoners at Grendon receive the same services irrespective of segmentation data.</p>	
Sexual Offenders	<b>34</b> Of whom: 31% are low or medium OSP 69% are high or very high OSP	A Wing provides a Democratic Therapeutic Community which specialises in working with prisoners who are paedophiles or have offended against children. However the services provided are the same as the other communities.	
Violent offenders	<b>154</b> Of whom: Are medium OVP	All prisoners at Grendon receive the same services irrespective of segmentation data.	
Indeterminate Sentenced Prisoners (ISPs)	<b>205</b> Of whom: 42% low OVP 39% medium OVP	All prisoners at Grendon receive the same services irrespective of segmentation data.	
Low likelihood of any reconviction OGRS 0-24%	<b>58</b> 18 convicted of sexual offence 33 convicted of violent offence	All prisoners at Grendon receive the same services irrespective of segmentation data.	



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Medium likelihood of any reconviction OGRS 25-49%	<b>65</b> 10 convicted of sexual offence 45 convicted of violent offence 9 convicted of robbery	All prisoners at Grendon receive the same services irrespective of segmentation data.	
High likelihood of any reconviction OGRS 50- 74%	<b>76</b> 6 convicted of sexual offence 61 convicted of violent offence 7 convicted of robbery	All prisoners at Grendon receive the same services irrespective of segmentation data.	
Very high likelihood of any reconviction OGRS 75-89%17	<b>17</b> 15 convicted of violent offence	All prisoners at Grendon receive the same services irrespective of segmentation data.	
Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	<b>0</b>	All prisoners at Grendon receive the same services irrespective of segmentation data.	

<b>Table 5: Accredited Programmes provided in the establishment</b>		
<b>Does this establishment deliver NOMS Commissioned accredited programmes?</b>		<b>Yes</b>
<b>Name of accredited programme</b>	<b>Number of agreed starts (expected for 2014-15)</b>	<b>Number of agreed completions (planned total for 2014-15)</b>
<b>Living Skills Programmes</b>		
Democratic Therapeutic Communities (DTC)	173	72
<b>Grand Total</b>	<b>173</b>	<b>72</b>

**Table 6: Development Objective**

CI Title & No.	<b>Objective:</b> Describe a SMART objective including what you want to achieve how you will measure your success and key milestones	<b>Does this contribute to a regional objective (yes/no)</b>
CI 1 a & b	<p>Capability of specialist officers</p> <p>The introduction of Fair and Sustainable in the prison service has resulted in Grendon having a significantly higher proportion of Specialist officers than other prisons. These officers are expected to perform at a higher level than previously, taking on new roles and responsibilities; it is acknowledged that increased demands on individuals may reduce resilience and this will be addressed through our local resilience plan. To ensure staff are able to work effectively at this level we will run a series of three workshops with the specialist officers led by the HRBP, These workshops will determine areas where staff may need to further develop skills and from this a programme of training and development opportunities will be put together by the HRBP and the Training Department/People Hub. These will be integrated into the establishment's training plan and link to the Knowledge and Understanding Framework (KUF) training element of the Personality Disorder Strategy. Delivery will take place via the monthly lock down training sessions, on an ad hoc basis throughout this and coming years as required and by self directed learning where appropriate.</p> <p>Custodial managers will receive guidance on the requirements of the programme and set relevant development objectives for their Specialist Officers through the Staff Performance process. All specialist officers will have learning developments identified in year and success will be determined by an Achieved or better marking at the end of year sign off.</p>	Yes
CI 2 d	<p>Social Care in prison</p> <p>To work with NOMS Health &amp; Wellbeing Co-commissioning, the local authority, neighbouring prisons and NHS England to develop a joint action plan by the close of Quarter 1, to be implemented during Q2-4; the action plan will aim to ensure appropriate arrangements for screening and assessing prisoners with social care needs are established and prepare for the anticipated provisions of the Care Bill from April 2015.</p> <p>In advance of the introduction of legislation in 2015 HMP Grendon will develop links with the local authority to determine responsibility for the assessment and provision of social care to prisoners. A policy for social care will be developed. Work will be carried out to determine the current level of need, increase awareness of this issue amongst prison and partner's staff and prisoners. We will investigate the appropriateness of training individual prisoners to deliver care in particular circumstances. Move on arrangements will be developed for prisoners leaving Grendon.</p>	Yes

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2 e	Using guidance provided as part of the Commissioning Round HMP Grendon will develop a co-commissioning relationship with Local Authorities and other partners which seeks to deliver the following activities [NB this is not an exhaustive list]: identify named LA and Prison contacts; establish and agree a shared delivery plan including sharing aggregate and individual data to identify families meeting the Troubled Families programme criteria; (and for offenders and their families generally) explore current work and new opportunities to strengthen or extend proven interventions and services. This work to be developed and in place by April 2015.	Yes
2 f	TC+ and broader LD awareness across Grendon Following the successful business case for the provision of a Democratic Therapeutic Community for prisoners with learning difficulties F wing will open to provide this service in April 2014. Twenty spaces will be provided on the community and will join in separate stages over the year with full capacity being achieved by December 2014. A multi disciplinary team will be established by April 2014 and this team will undergo training particular to DTCLD. In addition unit staff will deliver a series of LD awareness training sessions to the broader Grendon staff group.	Yes
2 f	“Extended Assessment and Preparation for Therapy Unit” development To improve access to the existing DTCs at Grendon and to other linked services an additional 15 beds will be provided on the assessment and induction unit. This enhanced service will enable those prisoners who require it to undergo a longer period on the unit. Research at Grendon has previously identified that issues with motivation and communication and interactional styles are significant factors in men not being selected on application or not progressing and being returned to their units.  The additional spaces will be accessed from April 2014 and in common with TC+ a phased approach will be taken to introduce these men into the community. Their period on the unit will be longer than the current twelve weeks and by targeting additional support from motivational interviewing and improving communication skills the subsequent level of fallout from therapy will be reduced. The longer assessment period may additionally mean that some individuals are signposted and referred to other more appropriate services and further work will be undertaken through the year to enhance existing links and develop new ones across the PD strategy. Success will be measured by lower rates of attrition on the assessment unit, higher rates of therapy completions, higher numbers of successful applications to Grendon and progressive moves and appropriate diversion to other services.	No
6d	In association with our forthcoming benchmarking review HMP Grendon will review our current work provision and explore options to introduce economically beneficial work by April 2015.	Yes
2c	To work in partnership with NHS England and other partners to support implementation of actions arising from the Mental Health Needs Assessment for Buckinghamshire cluster prisons	Yes

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2a	<p>We will maximise investment of all partners and providers delivering services for offenders at HMP Huntercombe and maximise outcomes for offenders by ensuring they experience a seamless and joined up service. By September 2014 we will review who we work with and how we work with them and ensure that all contracts and service level agreements demonstrate how each service fits within the overall strategic context of the establishment. This review will include all statutory and non 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 <i>[time period]</i> we will deliver:</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>• 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)</li> <li>• Leadership which actively enables and integrates services, where partnership working arrangements improve performance and aid resolution of issues</li> <li>• An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others</li> <li>• An agreement on how to safely use and share data and information</li> </ul> <p>Progress will be monitored against the plan at monthly SMT meetings and at a regional level with the DDC.</p>	Yes
1	<p>Building Resilience – Having continued to implement the benchmark for Huntercombe these is a risk that increased pressure on staff could lead to reduced delivery of services should staff sickness levels rise. HMP Huntercombe will foster an environment that identifies where staff are at risk and provide support where appropriate including the use of ATOS referrals, counselling and IPRS.</p> <p>Progress will be monitored against the sickness absence SDI and specifically performance against comparator establishments. The Regional HRBP will monitor the impact of New Ways of working 6 months after the implementation date.</p>	Yes

**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	

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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	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

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.	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.	No
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.	No
Prisoner Employment, Training & Skills	Qualifications gained are aligned with market needs and within the Qualifications and Credit Framework	No
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	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 )	0.5 hours daily	
Physical Education	Minimum number of PE Hours [per week] (row 1 of the specification) (as calculated using the SBC published spreadsheet product)	2.5 hours weekly	



## 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 - Land Based Activities	Grendon LBA Nine	8	1	10	£0	£0	£0	£0	£11,700	£0
Industries - Land Based Activities	Spring Hill LBA One + Sheep 2	17	2	32.5	£3,000	£0	£0	£0	£2300	£0
<b>Total</b>		25	3		£3,000	£0	£0	£0	£14,000	£0

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

<b>Table 8b CU095b (Hours Worked in Services) – this should contain services that are measured under this specific metric</b>			
<b>Activity Service Code</b>	<b>Service Description</b>	<b>Maximum number of prisoner places per activity (planned per week total for 2014-15)</b>	<b>CORE HOURS PER WEEK</b>
Wing Cleaners	All wing cleaners	81	10
Other Occupations	Wing pod workers	23	10
Other Occupations	Pan washers	12	10
Other Occupations	Wing Laundries	12	10
Other Occupations	Wing Painters	10	10
Orderly Cleaners	Off wing orderlies/red bands	20	10
Kitchen	Main kitchen workers	5	10
Other Occupations	Corridor Cleaners	5	10
Other Occupations	Gardens	15	10
<b>Sub total</b>			

**Table 8c- other permanent activity places**

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

<b>Table 8c: Other Activities</b>			
<b>This should contain activities that are not in scope of either CU095a (Hours Worked in Industry) or CU095b (Hours Worked in Services) metrics.</b>			
<b>Activity Service Code</b>	<b>Activity Description</b>	<b>Maximum number of FTE prisoner places per activity (planned per week total for 2014-15)</b>	<b>CORE HOURS PER WEEK</b>
Basic Key Skills up to level 2	Education	4	10
Core Education Classes	Education	20	10
Education Induction Assessment			
Education leading to accreditation			
PE Leading to QCA Qualifications	PE Department	6	10
Skills training leading to Accreditation	Education	24	10
ROTL			
Prison Induction Courses/Interviews	Prisoner Induction to therapy	2	10
Other			
<b>Sub total</b>			
<b>Table 8 Total</b>			

### 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	Total Time Out of Cell
Mon	5h 08m	3h 35m	0h 26m	1h 37m	10h 49m
Tue	5h 08m	3h 35m	0h 26m	1h 37m	10h 49m
Wed	5h 08m	3h 35m	0h 26m	1h 37m	10h 49m
Thu	5h 08m	3h 35m	0h 26m	1h 37m	10h 49m
Fri	6h 54m	0h 07m	0h 07m	1h 38m	8h 49m
Sat	0h 00m	5h 28m	0h 00m	1h 28m	6h 56m
Sun	0h 00m	5h 28m	0h 00m	1h 28m	6h 56m

#### 5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Total Time Out of Cell
5-day	5h 30m	2h 54m	0h 23m	1h 38m	10h 25m

#### 7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Total Time Out of Cell
7-day	3h 55m	3h 38m	0h 16m	1h 35m	9h 25m

#### 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
		12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	
CU006	CAT A Escapes		0	0	0	0	0	0	0	0	0	0	0	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)	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	5.00 %	
CU031	Control & Restraint (C&R) Training	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	
CU060	Tornado Commitment																		17.00
CU074	MQPL BME Score	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50
	Security Audit - & Assurance	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
CU056a	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)	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	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

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CU067	HMIP Resettlement	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	2.95
		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	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	2.79
		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	3.50	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	2.86
		3.00	3.00	3.00	3.00	3.00	3.00	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	3.50	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	2.83
		3.00	3.00	3.00	3.00	3.00	3.00	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 %	95.00 %
CU043	Generic Parole Process (GPP)	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU083	OASys Quality	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
CU086A	Return of MAPPA 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																		942

## OFFICIAL

	Programme Completions	Offending Behaviour Programme Completions	SOP Completions	Other Completions	Total Completions	Target Completions	Variance	% Variance
CU021	72.00	72.00	72.00	6,456.00	7,372.00	7,372.00	-	-

## Regimes

[illegible]

## General

[illegible]