



National Offender  
Management Service

**Annex to Yorkshire & Humberside  
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 New Hall**

**Local Establishment Annex 2014-15**

Version Control Table		
Version No.	Reason for Issue / Changes	Date Issued / Amended
P1.0	Published for Commissioning Round from 2014	01 April 2014

## Table of Contents

	Page
<b>SECTION 1: SERVICE OVERVIEW .....</b>	<b>4</b>
1.Establishment Details .....	4
Table 1: Establishment Details.....	4
 <b>MOTHER AND BABY UNIT .....</b>	 <b>4</b>
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>6</b>
Table 3: Local Response to Commissioning Intentions.....	6
Table 4a: Rehabilitation Services .....	26
Table 4b: Rehabilitation Services - Additional Services Offer.....	31
Table 5: Accredited Programmes provided in the establishment .....	36
Table 6: Development Objective .....	37
Table 7a: Mandatory Service specifications applicable under this Local Annex .....	44
Table 7b: Service specifications applicable under this Local Annex .....	46
Table 7c: Service Options, above the national minimum.....	46
Table 7d: Agreed delivery hours for specified services.....	47
Table 8a: Agreed Activity Allocation places.....	48
Table 8b: Services (not industries).....	49
Table 8c: Other permanent activity places .....	51
 <b>SECTION 3: REGIME OUTLINE .....</b>	 <b>54</b>
 <b>SECTION 4: SLA DELIVERY REQUIREMENTS AND LEVELS AT COMMENCEMENT DATE.....</b>	 <b>55</b>

**This document is the Local Establishment Annex 2014-15 to the Yorkshire and Humberside 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	<b>HMP &amp; YOI New Hall</b>
Establishment type	<b>Local resettlement/ YOI</b>
Specialist function	<b>Mother and Baby unit</b>
Security Category / Categories:	<b>Female prisoners suitable for closed conditions</b>
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	371
Operational Capacity	425

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:	Female prisoners only
Age:	Any (Young people held in special unit)
Security Category:	Female prisoners suitable for closed conditions
Sentence Status:	Remand and 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**

*HMP & YOI New Hall is a female local prison holding prisoners of all ages. The population is mainly comprised of remand prisoners and newly sentenced prisoners. This establishment mostly holds prisoners remanded or sentenced by courts in the Yorkshire & Humber region and receives most of its prisoners from courts in the area, particularly Leeds and Bradford.*

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

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	42	42
Prisoners sentenced to less than 12 months	N/A	N/A	N/A	N/A	N/A	72	72
Determinate prisoners serving 12 months or more but less than 4 years	N/A	N/A	N/A	N/A	N/A	91	91
Determinate prisoners serving more than 4 years	N/A	N/A	N/A	N/A	N/A	63	63
Indeterminate prisoners	N/A	N/A	N/A	N/A	N/A	27	27
Determinate and indeterminate Recallees	N/A	N/A	N/A	N/A	N/A	43	43
Non-criminals	N/A	N/A	N/A	N/A	N/A	2	2
Resettlement	N/A	N/A	N/A	N/A	N/A	85	85
Discretionary	N/A	N/A	N/A	N/A	N/A	0	0
Total	0	0	0	0	0	425	425
Resettlement	Yes	Reset %		0.29	Reset No.		124
Specialist Function	Mother and Baby unit						

## SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions	
CI Title & No.	Response to Commissioning Intention
<b>1A</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.	<p><u>Strategic vision , goal and values</u></p> <ul style="list-style-type: none"> <li>• HMP New Hall aims to deliver a whole prison approach to reducing reoffending where a safe decent environment is paramount giving women the opportunity to change direction in their lives.</li> <li>• There is a clear strategic goal and direction through out the establishment that is well established and embedded through out the Prison underpinning the work all staff do – HMP New Hall inspiring change – building futures.</li> <li>• The values of the establishment around the acronym FITTER are displayed in general staff and prisoner areas with pictures of managers, residents and staff who have specific roles.</li> </ul> <p><u>Culture moving forward</u></p> <ul style="list-style-type: none"> <li>• This cultural development has resulted in a significant improvement in our Measuring Quality of Prison life scores over the past 2 years.</li> <li>• Our staff survey 'SQL' demonstrated positive perceptions by staff in working with prisoners staff enjoyed helping prisoners work towards goals and targets, that the most satisfying jobs involved prisoner contact and that it was important to have compassion for prisoners and to take an interest in them and their problems.</li> <li>• However within overall significant improvement there are still key areas relating to this CI that need development. Particularly only one third of women felt the regime was constructive and over half of the women felt that they were doing time rather than using time. Women themselves though saw their time as an opportunity to change but less than half felt they were encouraged to work towards goals and targets and lead law abiding lives on release. Our MQPL scores also showed improved but still low scores around getting things done and decision making.</li> <li>• These results will be built on with residents and staff consultation and a strategic development objective around 'Every contact matters' clearly this is a fulfilling side to work for staff and managers but there are issues from residents</li> </ul>

	<p>perception as to what is being achieved.</p> <ul style="list-style-type: none"> <li>• The standing agenda of our current consultation process with residents will be reviewed to ensure we explore their perceptions as to how staff across the establishment support a rehabilitation, desistance and progressive culture. This will also be apart of regular staff consultations.</li> <li>• The personal officer policy document will be reviewed to ensure it reflects the requirements and that they become embedded within staff interactions with all residents.</li> <li>• As there is some evidence that not all managers and staff understand the factors that impact on re-offending and desistance, the establishment will raise further awareness through briefings and notices.</li> </ul>
<p><b>1B</b> All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.</p>	<p><u>Every contact matters</u></p> <p>All who interact with offenders should model skills and attitudes that are likely to support desistance and should seek to build constructive relationships which will motivate offenders to change. Evidence suggests that constructive staff offender relationships are defined by interpersonal courtesy, lack of aggression and avoiding insult and degrading behaviour, and 'getting things done' – a willingness to support and swiftly process prisoners' applications and requests</p> <ul style="list-style-type: none"> <li>• Every Contact Matters is a central concept for public sector prisons which clearly encourages the demonstration of behaviors and attitudes that support rehabilitation and desistance</li> <li>• A comprehensive branding activity will take place across the regime around every contact matters with this being factored into staff SPDR's .Staff briefings will emphasise the need for constructive staff offender relationships that are defined by I courtesy, lack of aggression and the avoiding insult and degrading behaviour, and the need to 'get things done' with a willingness to support and swiftly process prisoners' applications and requests. This will be supported by an enhanced prisoner peer and support service through our Prisoner Information Desk workers.</li> </ul> <p><u>Leading by example from the Governor</u></p> <p>Our newly developed support and sanctions policy underpins our zero tolerance to substance misuse with a therapeutic approach to substance misuse where residents are encouraged and coached to think and act differently. Led by the governing governor and supported by a multidisciplinary team this approach is a key part of a rehabilitative culture addressing all aspects working against desistance from crime. At the same time showing leadership and direction for all staff in the appropriate behaviours and attitudes expected by all working at New Hall to support crime reduction.</p>

	<p><u>Feedback to staff and managers</u></p> <p>An in depth review of our Measuring quality of prisoner life survey and staff surveys will , along with staff and resident consultation provide the basis for a development objective and action plan to ensure we have a supportive culture that encourages desistance from crime and is underpinned by 'every contact matters' . This will result in the development of an action plan by the end of June 2014 supporting these CI. The development objective will include partner organisations will discuss with all partner organisations the need to ensure 'every contact matters' is a key part of their staff's interactions with residents and will ensure this is incorporated into contract review meetings.</p> <p>Minutes of the residents consultation meetings will be wider distributed across the staffing group in order for staff to have a better understanding of residents' perceptions and experiences whilst at New Hall.</p> <p><u>Celebrate staff success</u></p> <p>We will celebrate staff success through our full staff meetings and staff recognition scheme rewarding what is good and how we want staff and managers to be. We need to recognise staff we think are great and supporting a rehabilitative culture.</p>
<p><b>1C</b> Efforts are made to ensure offenders experience the environment as safe.</p>	<p><u>Effective self harm and violence reduction strategies</u></p> <p>The prison provides a wide range of services targeted at reducing risk to all those who live or work in the establishment. These take the form of a well established and thorough ACCT process, a robust violence reduction strategy and full use of the cell sharing risk assessment tool.</p> <p><u>Managing vulnerable and disruptive women</u></p> <p>The prison has established a unique model of managing the most vulnerable and disruptive residents by combining the functions of CSU and mental health services under one manager, which enables the safe management of those residents for whom location in the main population is impossible due to their circumstances or presentation.</p> <p><u>Effective communication with prisoners</u></p> <p>The establishment will further develop the prisoner consultation process ensuring an establishment wide approach in providing a platform for residents to raise any matters regarding their experiences and for all functions to be able to respond quickly to any</p>



	<p>matters raised.</p> <p>All residential staff will encourage their prisoners to engage fully with a regime which is linked to reducing re-offending. The establishment will further develop the use of prisoner peer support workers in order to provide a whole prison/community approach in providing a safe and decent environment.</p> <p>Our Senior Management team will continue our 'Out to Lunch' initiative where we have lunch with residents once a month on residential units.</p> <p><u>Physical environment</u></p> <p>We firmly believe environment plays a key part in feelings of safety as is well documented within schools etc. We will complete a programme of wing decoration to provide an aesthetically pleasing environment for staff to work and residents to live, therefore contributing towards a safe, decent environment for prisoners to progress in. There will be no graffiti, litter or damaged property left unchecked.</p> <p><u>Change management.</u></p> <p>We will manage change and risk through our risk register with safety and good communication as part of this process.</p>
<b>1D -1G</b> Risk assessment, Risk management and Security	<p>Commitment 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>
<b>2A</b> There is evidence of effective coordination of delivery of services and integration of providers to maximise outcomes for	<p><u>Landscape.</u></p> <p>We have a dynamic provider network within the establishment that ensure a wide range of services are available to all women to meet their needs. It is essential that this complex array of provision, funding and organisations that provide these vital specialist services are effectively co-ordinated and aligned to ensure the best outcomes for the women at New Hall and those funding and delivering services.</p> <p>With an array of NOMS , Health ,substance misuse and Skills funding commissioners as a start adding to this the impact of the imminent TTG contract the potential for overlapping , conflicting services is clear and obviously a poor use of resource. We will</p>

offenders.	<p>map our resource streams and commissioning routes and as an SMT ensure there is effective communication, alignment of goals and delivery specifications for services. We will communicate a clear strategic vision to ensure effective commissioning and partnership delivery and make coordination with existing services a priority when commissioning new. We will be aware of this both locally and nationally in recognition of our role in the wider female estate.</p> <p><u>Governance.</u></p> <p>We will monitor service delivery through regular contract meetings where future service development s can be discussed and supported appropriately and current delivery is monitored.</p> <p>Commissioned service providers will be identified through the correct procurement process.</p> <p><u>Creating an effective and quality service delivery environment.</u></p> <p>Where services are established through external funding from a third sector organisation the same approach of ensuring that services are co-ordinated and complementary rather than competitive will apply. There must be contribution to the clear strategic vision of the establishment and commissioning intentions and clearly to those of the partner organisation. Standards of quality will be maintained and all those delivering a service to women at New Hall will have a partnership agreement clearly outlining the service provision and arrangements and where relevant complete the Effective Regimes process. Partnership agreements will be reviewed annually with the relevant NOMS manager for the establishment and co-ordinated by our contracts manager.</p> <p>This is essential to make sure that women get the best service to meet their needs and reduce reoffending rather than the needs of individual organisations.</p> <p>Providers will be integrated through pathway co-ordination meetings and across the pathways through the Prison reducing reoffending meeting and partnership meetings such as health and regional training and employment cluster partnership meeting. This is not exhaustive and we will develop our communication and co-ordination structures as a priority as expressed in a relevant development objective.</p> <p><u>Aligning provider and partner goals and objectives with ours.</u></p> <p>Our vision and goals are clearly identified in the Prison business plan which has been aligned to both the regional and national NOMS plans. We ensure all our partner organisations contribute to this plan and that they are clear how they contribute. This plan is clearly communicated to all prisoners, managers and staff within the prison with clear branding and regular briefings to all</p>
------------	--

	<p>on progress. This keeps us grounded in our core business priorities.</p> <p>We have identified the need to work in effective partnership as a risk on our risk register that is reviewed quarterly.</p> <p>We ask partners and providers to take part in 'themed' service forums with women at New Hall to inform service development.</p> <p>Within Health and personality disorder services we have a good and clear working relationship with our partner agencies. They are included in all strategic planning and invited to SMT/SMB's as appropriate. In the personality disorder service that we are being commissioned to co-provide we have been included in the planning from the initial stages in order to ensure that the final product will meet our strategic needs. This reflects our integrated service delivery model which ensures offenders' outcomes are maximised.</p> <p>We clearly recognise that working truly effectively in partnership is vital to meet our strategic goals and a clear business delivery risk if we don't.</p> <p><u>Indicators of effectiveness;</u></p> <ul style="list-style-type: none"> <li>• Complaints from residents at New Hall.</li> <li>• MQPL</li> <li>• Staff engagement survey</li> <li>• Partnership survey</li> <li>• Effective collaboration between providers in bringing added value and efficiency.</li> <li>• Meeting key performance objectives</li> <li>• Maintaining good performance in holistic regime indicators by measures of violence, self harm and substance misuse.</li> </ul>
<p><b>2B</b> Facilitate the ongoing operation of the DWP Work Programme and any future changes through the introduction of Universal Credit.</p>	<p>Our DWP member of staff supports women who are eligible into Day 1 work programme mandating. We will work with our DWP partners to ensure we are effectively resourced to meet the growing demands of this work.</p> <p>We understand that the resources needed by DWP are likely to increase as Universal Credit is rolled out. The need for additional accommodation, telephony and broadband is being planned for as part of the move to resettlement prisons.</p>

<p><b>2C</b> In England - work together with NHS England and Public Health England</p>	<p><u>Partnership arrangements.</u></p> <p>There is a designated member of the SMT who is the health and substance misuse service prison manager. The prison and the Offender Health commissioners are working in partnership to undertake a full review of the health needs of offenders as part of ensuring there is an up to date HNA. The prison is committed to supporting sustainable recovery from addiction to drugs and alcohol and our current PSI providers are working in partnership with the primary care providers to develop an alcohol pathway that works in tandem with the drug pathway.</p> <p><u>Substance misuse strategy.</u></p> <p>The prison is in the process of developing the Drug Strategy policy to reflect a zero tolerance approach to the presence of drugs within the establishment. We work effectively with other agencies to ensure there is robust management of misuse of prescribed medication including regular GP meetings which incorporates input from the pharmacy. With this in mind we have included a development objective for the year to review our medical formulary.</p> <p><u>Co Commissioning.</u></p> <p>The prison health lead works in partnership with Offender Health commissioners for any re-tendering of services. This is reflected with the implementation of the Personality Disorder service where the prison had identified a Project Manager who works with NOMS Co-commissioners and NHS England to both inform and support the tendering process for this new delivery. This will include establishing services for women with complex needs in the areas of :</p> <ul style="list-style-type: none"> <li>• Residential services – Rivendell Service</li> <li>• Specific intervention programme – CARE</li> <li>• Community in reach services to support effective resettlement</li> </ul>
<p><b>2D</b> In England - Work together with local authorities to ensure that adult offenders and defendants with care and support</p>	<p><u>Equalities management.</u></p> <p>The prison employs a full time equalities manager who links in with a wide variety of internal and external organisations to champion the needs of her client group and to ensure that their needs are met. This model begins as a resident arrives in custody and enters the reception process. The health screen assessment completed by our HCC providers incorporates a Daily Living Assessment to identify specific and individual needs. This is followed up by the Equalities Officer who meets with residents to discuss any specific requirements and to identify and specific support needs.</p>

needs are appropriately met	<p><u>Assessment.</u></p> <p>There is a full Needs Analysis completed every 2 years which encompasses resident's needs around care and support requirements. This enables us to review our community engagements, commission contracts and partnership working to reflect the diverse needs of the population. As a result of the most recent HNA we have identified that there has been an increase in physical disabilities and therefore we are currently undertaking a programme to modify bathing facilities to meet the needs of these residents.</p> <p><u>Partnership and care.</u></p> <p>We have an effective multi disciplinary and partnership approach at New Hall where agencies work effectively together to ensure a package of care is in place to meet urgent needs for care and support. If an individual is identified with a learning disability then the Mental Health team initiate a "My Health file" that supports them whilst in custody and upon release. The IMHT are very effective in engaging community mental health and social services to facilitate the pathway of care from the prison and through the gate. The prison in partnership with our health providers is working hard to ensure residents have appropriate access to services for people with LD both in custody and through to release. Currently we have:</p> <ul style="list-style-type: none"> <li>• LD champions have been identified from IMHT and Primary Care as well as also identifying LD champions from disciplined staff.</li> <li>• Primary Care services support prisoners with learning disabilities from a physical healthcare perspective.</li> <li>• Prisoners with learning disabilities or who display signs of potential learning disabilities are seen at the Primary Care Disability Support clinic and offered practical support and advice.</li> <li>• We are developing a pathway for prisoners released back into the community and hold twice weekly Release clinics (support LD prisoner in transition to the community/tailored to individual needs)</li> </ul> <p>Any resident who was known to services in the community is contacted by the Equalities Officer, or the IMHT to ascertain the levels of support that they received and to review the care plans that are already in existence. Our IMHT work closely with local authorities to ensure learning disabilities are supported in the community. This holistic approach ensures that these community partners then work with the prison on pre release plans where local authorities can then resume their support and care pathway. This ensures a consistent level of support that is not fragmented as a result of a custodial sentence.</p> <p>Within the prison setting, the Equalities Officer links in with residents named nurse. The EO completes a basic care plan to identify specific needs and then adapted equipment, mobility aids, personal care needs etc are addressed. These are either</p>
-----------------------------	---

OFFICIAL

	<p>provided by the prison or by the health provider where applicable. Care plans are then distributed to the appropriate departments within the prison such as the OMU, HCC, and IMHT. Offender supervisors are key to the continuity of care for a resident returning to the community. New Hall hosts the IDRMT (Inter departmental risk management team meeting on a weekly basis and this is a key forum where individual needs are identified, addressed and managed through to release. Appropriate partner agencies attend this meeting to ensure the care pathway is continued and that residents are encouraged and supported to live with decency and to live as independently as possible when they are released.</p> <p><u>Parliamentary Care Bill.</u></p> <p>The passage of the Care Bill in Parliament will bring about new and significant changes. In preparation for this we are engaging with appropriate community forums and are committed to developing joint partnership arrangements with local authorities and healthcare partners. The SMT lead for Offender Health services is due to attend the regional Offender Health and Well being-beyond the prison gates meeting where this joint partnership working to develop social care needs and support will be formalised and actioned. The SMT lead will also be re engaging with the local safeguarding board to ensure links are well established and embedded in preparation for any changes in legislation.</p>
<p><b>2E</b> In England - Work with local authorities to promote inclusion of, and maximise benefits to offenders' families.</p>	<p>We recognise that this area is a high area of need for women at New hall and additionally is one of the highest protective factors in reducing reoffending. Our full time family worker provides support to women to maintain and in cases improve family relationships. The area is led by a member of the SMT with connections to local authorities troubled families initiative in early stages but a commitment to increase over the coming year. As part of our overall strategy we will look to develop an overnight stay facility for women and their children as has successfully been developed in Askham Grange open Prison.</p>
<p><b>2F</b> In England - Continue to improve access to a pathway of new and existing services for offenders with severe personality</p>	<p>NOMS and NHS England have commissioned New Hall to be the host site for women with PD's in the North of England. The local service will provide a crucial link in the PD pathway for women and wide provide a range of services for this group. We are in the process of bringing on line the CARE programme at HMP New Hall for women with Personality Disorder. This will compliment the work already carried out by the regional pathway development service at New Hall that support women with personality disorder through the criminal justice system. We will have 16 starters on the CARE programme in Year 1 2014.</p>

disorders.	
<b>2G</b> In England - Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons.	<p><u>Partnership and co-ordination.</u></p> <p>The Head of Learning and Skills holds monthly prison based multi-disciplinary partnership meetings (with National Careers Service, Job Centre Plus, Manchester College etc) to discuss all aspects of learning and skills delivery and performance. There is a well established quarterly Quality Improvement group. The Head of Learning and Skills holds regular bilateral meetings with the Manchester College Education Manager. Feedback to the Governor is provided via the HoLS bilateral meetings and via the Regional Governance Board, chaired by the DDC. Learning provision is aligned with national policy and priorities.</p> <p><u>Ensuring we deliver the right training and education package for our population.</u></p> <p>Labour market information is used to shape learning and skills provision in the establishment. The curriculum is also changed in response to the changing needs of the prison population. Good relationships have been established with employers and learning providers in the community. Careers plans are established via the ITES course and the National Careers service. Prisoners who are nearing the last phase of their incarceration focus on vocational training and preparation for employment. All prisoners are screened for functional skills needs during Induction. Prisoners who are identified as having a need are automatically allocated to Functional Skills provision before progressing to other types of work, education and training. The regime is planned to maximise attendance for learning activities.</p> <p><u>Monitoring.</u></p> <p>Activity allocation, attendance, punctuality and contractual efficiency are closely monitored. IEP, behaviour management and sentence planning are used to secure prisoner engagement in learning. Data is collected, acted on and used to secure improvements in quality of provision.</p>
<b>2H</b> In England - Strengthen partnership working to ensure that offenders have access to Support and	<p><u>Pathways to employment.</u></p> <p>New Hall has shaped its learning programme based on the local labour market. OLASS provision is designed to train prisoners for the sectors where there are most employment opportunities. Where possible training in custody has been directed by the needs of private sector employers e.g. Max Spielmann and Coffee Republic. The prison works closely with a range of employers including Timpsons, ASOS, and TK Max etc.</p>

OFFICIAL

<p>services to both prepare for and enable access to employment.</p>	<p>We are working with a locally commissioned organisation, Social Enterprise Support Services, to increase support into employment for women on release improving linkage to the regional economy and employment.</p> <p><u>Employment advice and Guidance.</u></p> <p>New Hall works with a variety of partners to ensure that offenders receive quality careers advice and guidance. Strenuous efforts are made to ensure the latter results in concrete employment and training outcomes for prisoners as they are released. Monthly joint careers / ETE meetings are held with all the partners and regular individual contract monitoring forums are the norm. Manchester College, Job Centre Plus, National Careers Service, Prince's Trust, Start Up, Together Women are all involved. Information sharing is facilitated via common access to prisoners' learner folders on the P Drive.</p>
<p><b>3A</b> Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment.</p>	<p>We deliver targeted accredited interventions TSP and will be starting delivery of the CARE Programme during 2014/15. Table 4b demonstrates in more detail whom these programmes are targeted at and how segmentation data demonstrates the needs within our population. For ISPs and Mappa 3's we have a Regional Forensic Psychology service who conduct risk assessments and where appropriate and as directed by the parole board will undertake particular areas of one to one work.</p> <p>We regularly review the needs of the women at New Hall and identify potential interventions which could be effective in addressing those needs, considering the evidence base behind them. We also promote supported release through the gate through a range of partners we have developed and accessed through our Women's Centre and our IOM programme with West Yorkshire police.</p> <p>Our education training is geared to labour market need and interests of the women.</p>
<p><b>3B</b> Have robust quality assurance processes in place</p>	<p>The Health providers have quality measures monitored by CQC and use the NICE guidelines for best practice. In conjunction with the commissioners we also monitor quality assurance and performance with the PHPQI meeting. Other quality measures are provided by HMIP and through resident complaints and feedback.</p> <p>We manage quality of our interventions by adhering to PSO 4350 Effective Regimes, a monthly Quality Improvement Group and a monthly programmes quality management meeting. We ensure that service providers are appropriately qualified before engaging in the Prison. PSO 4350 submissions will be reviewed by either the quality improvement group or programmes AIM meeting as appropriate.</p>



	For the accredited programmes that we deliver (TSP & CARE) there are identified Treatment Managers who manage the quality of delivery to ensure that high standards of delivery are met. Accredited programmes have robust systems and audit in place and the local Accredited Interventions Management Team meet monthly to manage and review these programmes.																								
4A Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management.	<p><u>Population assessment.</u></p> <p>The segmentation data from March 2013 identified that the majority of women at HMP New Hall are in the high risk of offending group and above. We are focusing our interventions on this risk group with universal services and case management available for lower risk groups.</p> <p>The highest level of case management and risk management takes place for this risk group and above and is outlined below.</p> <table><tr><td><b>Low</b></td><td><b>59</b></td><td><b>20%</b></td></tr><tr><td><b>Medium</b></td><td><b>53</b></td><td><b>18%</b></td></tr><tr><td><b>High</b></td><td><b>87</b></td><td><b>29%</b></td></tr><tr><td><b>Very High</b></td><td><b>66</b></td><td><b>22%</b></td></tr><tr><td><b>Extremely</b></td><td><b>27</b></td><td><b>9%</b></td></tr></table> <p><b>The types of offence most prevalent are</b></p> <table><tr><td><b>Violence</b></td><td><b>105</b></td><td><b>36%</b></td></tr><tr><td><b>Acquisitive</b></td><td><b>93</b></td><td><b>33%</b></td></tr><tr><td><b>Robbery</b></td><td><b>40</b></td><td><b>13%</b></td></tr></table> <p>When looking at developing new service provision however a more complex approach to population analysis has taken place than snap shot data. With for example when assessing need for the CARE programme the target population length of stay was modelled over a period of time to ensure the programme met the custody time opportunity of the target group.</p> <p><u>Violence</u> is a significant offence type within the high risk group. TSP (Thinking Skills Programme) is identified for women within this group. The programme focuses on the way offenders think and their behaviour associated with their offending. Goals setting and planning to achieve goals without offending is key. Female sex offenders attend this programme also with an OGRS override on a case by case basis agreed with commissioners to allow lower risk female sex offenders to take part in the programme. The programme is targeted at offenders with an OGRS of 25 – 89% (high to very high) but with opportunity to override for ISP offenders who do not meet the OGRS criteria but may have a high risk of harm.</p>	<b>Low</b>	<b>59</b>	<b>20%</b>	<b>Medium</b>	<b>53</b>	<b>18%</b>	<b>High</b>	<b>87</b>	<b>29%</b>	<b>Very High</b>	<b>66</b>	<b>22%</b>	<b>Extremely</b>	<b>27</b>	<b>9%</b>	<b>Violence</b>	<b>105</b>	<b>36%</b>	<b>Acquisitive</b>	<b>93</b>	<b>33%</b>	<b>Robbery</b>	<b>40</b>	<b>13%</b>
<b>Low</b>	<b>59</b>	<b>20%</b>																							
<b>Medium</b>	<b>53</b>	<b>18%</b>																							
<b>High</b>	<b>87</b>	<b>29%</b>																							
<b>Very High</b>	<b>66</b>	<b>22%</b>																							
<b>Extremely</b>	<b>27</b>	<b>9%</b>																							
<b>Violence</b>	<b>105</b>	<b>36%</b>																							
<b>Acquisitive</b>	<b>93</b>	<b>33%</b>																							
<b>Robbery</b>	<b>40</b>	<b>13%</b>																							

Acquisitive crime is the second largest group of offences, however there is not a specific programme available for this group of offenders reflecting a review of outcome data of impact on reoffending reduction. Those in the acquisitive group who fit in the High or above OGRS scores are managed through an intensive case management programme outlined below. Additionally all those women in the acquisitive group will have motivating factors identified for acquisitive crime. The offender supervisor will then link them into other pathways for example substance misuse, violence, Education and training for employment, family and relationships.

Women with complex needs and having OGRS scores above 50 will also be eligible to take part in the CARE programme. This programme has been co commissioned with NHS England as part of the female personality disorder pathway and at improving pro social behaviour and reducing reoffending. This 3 month intensive programme with subsequent 2 year mentoring support will be targeted at women who pose high risk and demonstrate significant complex needs. Eligibility for the programme will include arson but not sex offences. This is a regional resource for northern female prison based at HMP New Hall.

Anger and emotional management issues have been identified as a major need linked to offending through both OASys and resident self report survey. We deliver MY ANGER programme which is a non accredited programme aimed at addressing this need whilst we await NOMS Interventions Services to roll out of an accredited programme for women, RESOLVE. MY ANGER is a 15 session programme that has been quality checked to fully comply with the Effective Regimes standards. The programme is aimed at women with medium to high risk scores of OVP (risk of further violent offending) who are then assessed as to the appropriateness of the programme with respect to their offending behaviour.

Women Sex Offenders (WSO) – we provide the women's' sex offender programme that is targeted at high risk cases and where the impact will be seen on risk management and release date. This is a 1:1 structured risk assessment and management programme of work delivered individually rather than a group. Additionally WSO are referred to TSP as above. Recent research has shown that in the male estate TSP has been shown to be equally effective in reducing reoffending in this group as the Sex Offender Treatment Programme. Given this we intend to focus most intervention for this group from TSP with agreement for a case by case OGRS override to allow lower risk women onto the programme.

Psychology intervention – We do not have a resident psychologist at HMP New Hall but a service provided from a regional resource. This service is targeted for high risk and above, indeterminate sentence women with complex needs. Referral to this service is via the establishment case management process and subsequent to parole board recommendations' only.

Motivational work -A to Z – this is a brief motivational programme non accredited aimed at women not engaging in their sentence plan or services. This programme is recently being targeted at women of medium to high risk of offending. We will be delivering this programme to 48 women a year. This is an Interventions Services approved programme.

	<p><u>Women with high risk and above OGRS</u> are also are managed through an enhanced case management process. They have a probation officer designated as their offender supervisor within the prison and a probation member of staff in the community. They are assessed on entry into custody via the inter departmental risk management team and VISOR logged. They are usually MAPPA managed. Women with Indeterminate sentences have a more frequent sentence plan review and more intensely case managed during periods running up to parole reviews.</p> <p><u>Fire Setters</u> – we have a significant group of women who have committed offences of Arson within the prison. If seen appropriate they attend the fire setters programme designed for both those setting fires related to their offence and as behaviour expressed solely in custody. This programme whilst not accredited has satisfied the Effective Regimes policy. Additionally research into effective interventions for fire setters demonstrates that this intervention is an appropriate approach for this type of offence. We are also linking closely with universities currently carrying out research into effective interventions in this area supporting their research and hoping to pilot approaches. Fire setters will also be able to take part in the newly commissioned CARE programme identified above.</p> <p><u>Integrated Offender Management</u> -in the female estate this is not so well established as the process is funded and defined by local authority area. Within the population of New Hall women do not generally fit the criteria for this process in 3 of the 4 Yorkshire and Humber release areas. However all women returning to Leeds and Bradford are included in the West Yorkshire IOM service with a resident police officer on site at New Hall carrying out this work. If women did fit the criteria for any IOM initiatives for other areas they would be pathway into this by their Offender Manager in the community.</p> <p><u>Short sentence prisoners</u> - on the day the snap shot was taken of the population 58% of women had less than 6 months to serve. We aim to ensure case and risk management are subsequently also prioritised for time left to serve. This is to ensure high risk groups are assessed and action taken in what can be very short time frames.</p>
<p><b>5A</b> Individual's needs and characteristics are identified and assessed.</p>	<p><u>Identifying need.</u></p> <p>We have a number of standard processes for identification and assessment of individual needs within first days in custody which include healthcare screening, education assessments, equalities questionnaires, safer custody and cell sharing risk assessments. In addition we recognise that a number of offenders may have possible unidentified learning disabilities and mental health problems. To meet this need we have additional screening and assessment arrangements in place for these areas of need and strategies for sharing assessment information across partners. These processes are monitored to ensure they are of a good standard and delivered as expected. The results are used to develop individual plans where offender needs are identified.</p>

	<p>Individual needs may arise from enduring characteristics such as age, ethnicity or disabilities or could be more temporary, for example bereavement or depression. We ensure that our staff have adequate training so that they are able to identify offenders who may need additional support and can take appropriate action.</p> <p>Data on all protected characteristics is collected from all prisoners and recorded on Prison-Nomis.</p> <p><u>Ensuring individual needs are met.</u></p> <p>Individual needs are monitored through a range of tools such as the OASys sentence plans, ACCT plans, Care plans and Individual learner plans. In addition we monitor the needs of our populations against the services and activities received in order to ensure that appropriate services and interventions are in place and adapted to meet needs, and to ensure that groups with particular characteristics are not discriminated against.</p>
<p><b>5B</b> Information regarding individual needs and characteristics is used to adapt and sequence services.</p>	<p><u>Process and communication.</u></p> <p>The prison provides a package of care and information that is shared between relevant teams in a timely and appropriate manner. Support can be obtained through the dedicated Equalities manager who offers help for a wide range of resident needs including all of the protected characteristics.</p> <p>The needs of pregnant prisoners and those with small children are met in the custodial setting by the Mother and Baby unit. Assessment of the suitability of women for the M&amp;B is assessed through a multidisciplinary board chaired by an independent chairperson.</p> <p>Information gained is then used to develop an individualised plan which adapts and sequences services to maximise the benefit to the offender, using OASys which is monitored annually or when a significant change occurs. Additional reviews will occur if necessary.</p> <p>Staff receive information and training to support them in recognising barriers to engagement that may arise owing to factors such as age, sexuality, disability, intellectual function, etc.</p> <p><u>Equalities delivery and staff support</u></p> <p>The Equality Act of 2010 means we have an obligation to demonstrate our general duty:</p>

- To eliminate unlawful discrimination, victimisation and harassment
- Advance Equality of Opportunity
- Foster good relations between people of different groups

All residents inducted to New Hall are subject to an Equality Monitoring tool that captures all of the protected characteristics which are then entered on to our P Nomis system. This enables us to review specific reports for example SMART activities. This allows us to ensure that there is no unfair advantage given to any protected characteristic in the work place, such as disability. Specific needs are then addressed through the monitoring process that is evidenced through the care plans and communication with various agencies such as labour control, education and OMU. Information is gained to allow the EO to develop an individualised plan. This is subject to an annual review and in addition if there is a change in circumstance or risk etc then this is reviewed accordingly. The establishment EO has excellent links with our primary care providers and IMHT. This communication flow (subject to appropriate disclosure) allows us to ensure reasonable adjustments can be facilitated subject to our legal obligation and our duty of care. We have a multi disciplinary team approach so that all relevant agencies and departments are involved and contribute to an individual's assessment and review. This is demonstrated within the local IDRMT, individual case conferences and liaison with the PCT designated disability nurse. Contact/Communication logs are available and open to access by all staff to ensure information sharing and consistency.

Staff receive information and training to support them in recognising barriers to engagement that may arise owing to factors such as age, sexuality, disability etc. The following outlines the establishment's commitment to the importance of information sharing with maximum benefits to the resident. This work demonstrates a person centred approach that is bespoke and modified to reflect individual need and encompasses appropriate services as identified.

- Autism Awareness training
- LGBT on line training,
- Published information about people who are hard of hearing, visually impaired and learning difficulties.
- Transgender workshops and training delivered by A. Gender and the EO.
- York Travellers trust delivered a Gypsy Romany Traveller day.
- Recoup have also assisted us with our over 50 workshops relating to resettlement of older offenders in prison.
- The Wilford Trust is currently developing a bespoke learning disability training package that will be incorporated within our existing Mental Health awareness training.

In addition to that above, staff have the contacts for the Equality Champions (staff) who are an integral resource for the establishment and they filter the information to staff. This holistic approach is evident across the cluster and was recognised in our recent MQPL feedback.

OFFICIAL

<p><b>6A</b> Continue to identify, assess and manage extremist offenders.</p>	<p>In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP New Hall 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 New Hall 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>6B</b> Deliver victim-offender conferences (Restorative Justice).</p>	<p><u>Restorative Justice conferencing.</u></p> <p>We will provide a supportive environment for victim offender conferencing and deliver 2 conferences during the financial year 2014 to 2015. After a review of the eligibility criteria for the programme which we are apart it is unlikely that there will be more than 2 women a year eligible and able to take part as this is only open to West Yorkshire Returning women. Additionally conferences can take up to a year to set up as identified in the training and guidance and there is no dedicated resource within the staff structure .Therefore it would be impossible to deliver at any volume at this stage.</p> <p>Conferences will be targeted at violence or acquisitive offences with a clear victim and where the offender is medium to high risk of reconviction.</p> <p><u>Staff resource and training.</u></p> <p>We will continue to work with our delivery partners in developing Restorative Justice for West Yorkshire based women. Our facilitators will be selected for their ability and competence to carry out the work irrespective of their specific employer. They are trained to the appropriate standard and we will encourage all eligible prisoners to engage in the process. They will undergo awareness sessions and be motivated to progress further as appropriate.</p>
<p><b>6C</b> Ensure the efficient use of prison places through HDC/BASS.</p>	<p>We will continue to effectively manage HDC in order to maximise those released. We will make full and effective use of all current initiatives such as BASS and other community based services. We will ensure risk is assessed appropriately and work with our delivery partners ensure all cases are processed on time to ensure effective use of prison places.</p> <p>HMP New Hall will continue to deliver a bail strategy which ensures that all new remand prisoners are screened for and provided with bail services. We will continue to conduct targeted bail information enquiries and communicate effectively with court based bail services' staff in accordance with the Bail Services and BASS Specifications.</p>

<p><b>6D</b> Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.</p>	<p><u>Increase Commercial activity in the Prison.</u></p> <p>There is a clear commitment from HMP New Hall to increase commercial and economic activity in the Prison as expressed in our local business plan. The Governing Governor is the area strategic lead for increasing economic activity in Prisons across the region. We have commissioned locally an organisation, SESC Social Enterprise Support Services, to work with us in developing our commercial activity as part of a business engagement strategy for resettlement with a two fold objective of developing commercial opportunity.</p> <p>We have invested in support from a social enterprise whose main focus is improving employment outcomes but also have a linked target to increase income through workshop activity. We are working in a clustered approach with our closest establishments HMPs Leeds and HMP Wealstun.</p> <p>We as yet are not able to give precise figures as to our increase however an outline of current plans progressing are as follows ;</p> <p><u>Market Garden.</u></p> <ul style="list-style-type: none"> <li>• In year develop market garden function of the prison increasing work places for women to up to 25. Internal space is limited however construction of a number of poly tunnels and buildings in unused land would allow market garden work to develop. We are also putting plans in place to use a large area of land external to the prison in preparation for resettlement function in the medium term. We aim to grow soft fruit trees and cash crops in poly tunnels serviced by women from Askham Grange this year until women are eligible to work out from New Hall.</li> </ul> <p><u>Waste Management.</u></p> <ul style="list-style-type: none"> <li>• We plan to increase the commercial income from our recycling activities including looking at working in partnership with other West Yorkshire Prisons. This will be formulated into a clear business plan.</li> </ul> <p><u>Contract Services.</u></p> <ul style="list-style-type: none"> <li>• We are pursuing a number of avenues with companies to increase commercial work including hospital bedding company; making hospital scrubs clothing and about to discuss with a manufacturing company the potential to assemble small car parts. These are all in very early stages. The issue we have is that the majority of women at New Hall have never worked, are here only a short time and have many health, educational and behavioural needs. We need to be sure we can deliver to the appropriate level of quality in these circumstances. Most of the work will need to be low skill which inevitably means low value and we are finding that our rates still do not under cut work being carried out abroad. That said our strategy will</li> </ul>
---	--

	<p>be to focus longer term women into high value commercial activity so we can attract appropriate work. We will at the same time pursue low skill activity and maintain those contracts we have.</p> <ul style="list-style-type: none"> <li>• We are in the start of a new contract with Women's' Wisdom making rag bags to be sold direct to the public. This is early days and a contract has not as yet been agreed as the product and production process is under trial.</li> </ul> <p><u>Social Enterprise.</u></p> <ul style="list-style-type: none"> <li>• We are in discussion with Women's Wisdom (WOW), a social enterprise, in partnership to deliver a social enterprise activity in New Hall. This activity would be partially training based and employ up to 15 women with wrap around support into training and employment into the community on release. This would focus on the hard to reach women with many of the activities being craft based again to sell direct to the public through WOWs' premises. We piloted a similar approach at Askham Grange with the enterprise now up and running and self funding after year 1. The enterprise at Askham employs up to 10 women in business admin type activity.</li> </ul> <p><u>New Hall developed products.</u></p> <ul style="list-style-type: none"> <li>• We have over the past year identified a small number of products in house that we are confident can be produced and generate income. We are currently testing one of these products ready to sell direct through our social enterprise at Askham Grange and have two suppliers who are considering retailing the items. We need to negotiate with 131 some 'down time' in production of one of our textile workshops so that the last phase of product development can be completed and we can start production. We also have our own brand ready that will be part of the attraction of the products.</li> <li>• We will expand production of our own brand Jams and Pickles and review our chain to market.</li> </ul> <p><u>Max Spielman academy.</u></p> <ul style="list-style-type: none"> <li>• We have a Timpson's academy in the form of a photographic workshop. Income generation is currently at a low level however we aim to generate income through sales to staff, visitors and our shop at Askham Grange. We currently generate a small amount of income but recognise this could be significantly increased though this must be balanced with the training nature of the workshop.</li> </ul>
<b>6E</b> Support the delivery of	<p><u>Increasing the use of video link through communication and partnership</u></p> <p>We will introduce systems to evaluate each court appearance and where possible refer this case to be held over the video link.</p>



OFFICIAL

<p>efficiencies across the criminal justice system by increasing the use of prison video links.</p>	<p>We will scrutinise monthly data to innovate and improve delivery. We will liaise with regional courts and seek agreement on local video link policy.</p> <p>HMP New Hall will develop a strategy for extending use of video conference facilities by September 2014 consistent with the NOMS Video Action Plan, we will ensure that use is consistent with type of establishment and makes usage of existing / planned facilities. HMP New Hall will look at relocation of the existing system to a more efficient area within the establishment with the addition of another court room facility which will increase our usage, and in the long term save resources. Staff has been identified within function that will drive the usage and work closely with the local courts, visiting other establishments identifying best practice.</p> <p>There is a nominated establishment lead for the NOMS video action plan who will establish and maintain relationships with the relevant stakeholders.</p>
---	---

**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	<p><u>Assessing the women's needs and encouraging women to use services to meet them.</u></p> <ul style="list-style-type: none"> <li>➤ All new prisoners attend a structured induction programme where we provide information relating to the establishment. We identify with them any immediate concerns in direct response to their entry into custody.</li> <li>➤ We will ensure that information's presented to prisoners is in a medium that is suitable to the individual which will include one to one interviews with induction staff, presentations, use of language line and supported by written literature.</li> <li>➤ All staff will encourage prisoners to attend their scheduled activity ensuring that they are released from the unit to attend the activity and encourage those who are resistant to attend through persuasion and ultimately through the use of the incentives and earned privileges scheme and governors adjudication for those who chose not to engage.</li> <li>➤ Personal officers will encourage their prisoners to work in line with their sentence planning journey.</li> <li>➤ Personal officer will ensure that key information is shared by recording all information on the Prison Nomis Case Notes.</li> <li>➤ All staff will make effective use of information sharing (such as observation books, handover/daily briefings, and regular Nomis Case note entries).The personal officer scheme will be reviewed to ensure that the staff recognise their responsibilities in encouraging prisoners to participate fully in a regime linked to reducing re-offending. All new prisoners receive a full health screen upon reception to identify their needs and to ensure that ongoing treatment is not compromised. This process identifies those with substance misuse issues and refers them to appropriate clinical and supportive services.</li> <li>➤ Any prisoners who are unable to access services due to language or other disabilities such as learning difficulties are supported into service through the equalities manager.</li> <li>➤ The proposed Support &amp; Sanctions Programme will address issues around drug and alcohol providing a framework that all affected prisoners can access through voluntary means or via a more punitive route. The purpose of the Support &amp; Sanctions Programme is to help and support prisoners achieve a cognitive dissonance that will deter them from misusing substances. There are clear punitive elements to the programme alongside a series of psychosocial support systems for the individual.</li> <li>➤ We will deliver a structured good quality sentence plan which is based on OASys, and making use of the services provided by the wider resettlement team. All resettlement delivery partners will be encouraged to collaborate with the Offender Management team, providing timely good quality advice and interventions.</li> </ul>	Locally

	<ul style="list-style-type: none"> <li>➤ 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>➤ We will seek to introduce a resettlement unit which will house women re-categorised to open conditions who will work outside of the prison and fully access through the gate services to reduce their risk and enable effective reintegration into 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 new prisoners will receive an induction programme during early days after arrival where personal responsibility to engage and access services is made clear. This is also reiterated within interviews with Offender supervisors as part of the Offender management process.</li> <li>➤ The establishment will introduce a post induction questionnaire to measure effectiveness of the induction programme.</li> <li>➤ The establishment will carry out a review of the current induction programme to ensure it meets the required specification.</li> <li>➤ The establishment will operate to the IEP scheme which rewards those prisoners who actively engage in rehabilitative activities and those who provide peer support to other prisoners.</li> <li>➤ All prisoners will have the new IEP compact explained to them and they will be asked to sign the new IEP compact.</li> <li>➤ All prisoners will be informed of services available to them and how to access them during their induction process.</li> <li>➤ We operate a range of prisoner support and mentoring services this includes Listeners, Insiders, Diversity Reps and Peer supporters in drug misuse and PID workers. Which allow women the opportunity to provide prisoner led support and demonstrate pro social role modelling.</li> <li>➤ We will develop a joint commitment from all stakeholders to work with the offender supervisors to consult the sentence plan for each resident and encourage engagement in a pro-social way.</li> <li>➤ Further develop our work with the residents who work on the PID desks to ensure they: <ul style="list-style-type: none"> <li>○ Engage with us to develop our quality of engagement with the wider resident group.</li> <li>○ Are enabled to feel they contribute a valued service, and play their part in providing an efficient service.</li> </ul> </li> </ul>	
Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement	<p><u>Change through good role models</u></p> <ul style="list-style-type: none"> <li>➤ All staff will act as positive role models in all their interactions with prisoners.</li> <li>➤ All staff will encourage positive thinking and behaviours, challenging any inappropriate thinking and behaviours in all their interactions with prisoners.</li> <li>➤ The establishment violence reduction policy will be used where prisoner's behaviour falls outside of the required behaviour expectations in relation to anti social and violent behaviour towards others.</li> <li>➤ Staff supporting disruptive prisoners and those needing additional residential care for mental health issues have received additional training and have been specially selected to be robust in their challenges to residents who display anti social attitudes balanced with the need to provide care to those in this group who also have a range of personal vulnerabilities.</li> </ul>	

	<ul style="list-style-type: none"> <li>➤ The weekly Inter Departmental Risk Management Team meetings will continue to enable good quality information sharing between all departments and our delivery partners when making key decisions about risk and progression.</li> </ul>	
Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	<p><u>Supporting Employment on release</u></p> <ul style="list-style-type: none"> <li>➤ Residential Staff will ensure that prisoners are given adequate access to services available to them.</li> <li>➤ The establishment will review the current applications process to speed up the current process.</li> </ul> <p>Services currently provided include:  Job Centre Plus:  Provides education, training and employment advice and (where appropriate) benefit advice  National Careers Service:  Provides education, training and employment advice  Prince's Trust:  Helps young prisoners into training, education and employment on release  Start Up, SESC:  Help prisoners to become self employed on release  Manchester College:  Delivers an Employability Skills course</p>	
Prisoners can access services that enable them to manage housing needs created as a result of their custody.	<p><u>Improving access to housing services</u></p> <ul style="list-style-type: none"> <li>➤ Residential Staff will ensure that prisoners are given adequate access to services available to them.</li> <li>➤ The establishment will review the current applications process to speed up the current process.</li> <li>➤ All women are offered housing support to prevent loss of accommodation on entry into custody. All women are offered support from a range of services to ensure all are able to access accommodation services prior to release.</li> <li>➤ We publicise services widely across the prison, hold drop in surgeries and promotion events to encourage women to access services. We actively encourage community services from across the region to work with women prior to release through our women's centre. We also deliver services we have commissioned ourselves or co commissioned along all 9 pathways to ensure services to mitigate the negative impact of imprisonment on areas such as accommodation are delivered.</li> <li>➤ SHELTER Services to support women in maintaining / shutting down tenancy, advice and appointments for those with housing problems.</li> </ul> <p><u>Housing peer mentoring service</u></p> <ul style="list-style-type: none"> <li>➤ SHELTER will provide peer support and mentoring service for women with housing needs.</li> </ul>	
Prisoners can access services that enable them to seek settled and suitable housing for release.	<p><u>Access to housing services for release</u></p> <ul style="list-style-type: none"> <li>➤ Residential Staff will ensure that prisoners are given adequate access to services available to them.</li> <li>➤ The establishment will review the current applications process to speed up the current process.</li> </ul>	

	<p><u>. Home detention curfew and Bail applications</u></p> <ul style="list-style-type: none"> <li>➤ STONHAM Housing is available for those seeking bail and to aid with HDC addresses</li> </ul> <p><u>Finding accommodation for release</u></p> <ul style="list-style-type: none"> <li>➤ Together Women Project link women into local housing support and advice services making referrals to housing providers arrange and facilitate interviews through the women's centre to enable women to secure appropriate permanent housing upon release.</li> <li>➤ SHELTER provides housing advice for women who are experiencing difficulties securing appropriate housing upon release.</li> </ul>	
Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	<p>.</p> <ul style="list-style-type: none"> <li>➤ Citizens advice bureau provide support and advice for finance issues through our Women's' centre.</li> <li>➤ Women are able to open a bank account whilst in custody.</li> <li>➤ Job Centre Plus provides benefit advice.</li> <li>➤ Women can access the debt advice line free of charge via pin phones.</li> </ul>	
Prisoners can access available services which enable them to address their family welfare and family support needs.	<p><u>. Supporting family work with partners and through visits</u></p> <ul style="list-style-type: none"> <li>➤ Full time qualified family worker from Action for Children.</li> <li>➤ Family days- To encourage the maintenance of family contact through enhanced visiting.</li> <li>➤ Family welfare- To support families and children of offenders through dedicated Family Liaison Officer.</li> <li>➤ After Adoption - Advice for women who have had experience of the adoption process and post adoption support.</li> <li>➤ Women are signposted to community based services that support families of women in prison.</li> <li>➤ Women's immediate family are invited and encouraged to contribute sentence planning and resettlement targets.</li> <li>➤ New Hall Kidz provides support during visits for all ages of children.</li> </ul>	
Prisoners have equivalence of access to health services in custody as in the community.	<p><u>Equivalent health service to community provision - SPECTRUM</u></p> <p>On reception prisoners receive a thorough health needs assessment as a part of the reception process. This informs clinicians of their specific needs so that they can receive the appropriate services whilst in custody.</p> <p>Aligned to community health service provisions the prisoners have access to a range of services and clinics incorporated into primary care and mental health contracts.</p> <p>As a part of the pre discharge care pathway prisoners are now provided with a discharge pack with information from a range of providers which help them to access community services.</p>	
Prisoners can access		

<p>treatment, services, advice and support around drug and alcohol needs.</p>	<p><u>Turning point – our substance misuse service</u> Following the reception health assessment or at any time in a resident's sentence they can access a wide range of services designed to help with substance misuse. These are provided by a range of clinical and third sector organisations. Turning Point are our commissioned psychosocial intervention providers and work with women who have a range of substance misuse needs and work in conjunction with our primary health care providers (Spectrum Health) to assure appropriate advice and support.</p> <p>The Support &amp; Sanctions Programme will address the issues around drug and alcohol providing a framework that all affected prisoners can access through voluntary means or via a more punitive route. The purpose of the Support &amp; Sanctions Programme is to help and support prisoners achieve a cognitive dissonance that will deter them from misusing substances. There are clear punitive elements to the programme alongside a series of psychosocial support systems for the individual.</p>	
<p>Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.</p>	<p><u>Confidential access to specialist counselling, advice and advocacy for sexual abuse and domestic violence</u> Bradford Rape Counselling service – full time service for women to self refer with through the gate linkage to community services. Power to change programme – weekly intervention and support programme for women experiencing abusive and violent relationships. IDSVA &amp; IDVA – professional support and advice service for women experiencing sexual abuse or domestic violence.</p>	
<p>Prisoners who have been sex workers can access services that offer them advice and support.</p>	<p><u>Confidential support services for sex workers from reception onwards</u> A range of organisations access our drop in centre from various communities across the region including light house, and sweet. A proactive support and advise service in place run through reception and first night centre by trained prison staff linking in to regional and national support and intervention schemes for sex workers</p>	

**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	292 (as per 31 <sup>st</sup> March 2013)	<p>Smoking Cessation Healthy Eating Alcoholics Anonymous and Narcotics Anonymous</p> <p>The PD service will be providing outreach services to residents in New Hall and to other prisons in the North of England to encourage prisoners to fully participate in PD services. We currently have part of this service in place of the element that is universal irrespective of risk. Other aspects of the PD service are risk related.</p> <p>We will develop our commitment to Integrated Offender Management, working with our delivery partners to offer prisoners their best chance of collaboratively working with services both within the prison, and through the gate to lead them away from their crime based environment. IOM is currently open to all women returning to the IOM Local Authority area – West Yorkshire currently and is not based on risk. This activity is funded through West York's police who felt a universal service was appropriate for women at this stage.</p> <p>We are developing an overnight stay facility for those eligible for Release on Temporary Licence and Child Care for all women irrespective of risk of reoffending.</p>	

Sexual Offenders	<p>8 (including 1 with a sexual element)</p> <p>3 of these sexual offenders are serving indeterminate sentences; 4 women have over 1 year to serve.</p>	<p>At present, work with women sex offenders is completed by Offender Management staff on an individual basis following the NOMS outlined programme.</p> <p><b>TSP</b> – Where OGRS score criteria are fulfilled TSP is available. It is expected that approximately 4 out of the 16 women currently at Newhall will meet the criteria to enable them to complete.</p>	
Violent offenders	<p>105 Of whom 26 are low OGRS</p> <p>27 are medium OGRS (25-50%)</p> <p>32 are high OGRS (50-74%)</p> <p>19 are very high (75-89)</p> <p>1 woman is categorised as prolific (90-100%)</p> <p>13 are OVP &gt; 60 of whom 4 have more than one year to serve; 18 violent women are serving an indeterminate sentence.</p>	<p><b>Fire-setters:</b> We are working with West Yorkshire Fire and Rescue to provide an awareness course for offenders with a history of fire-setting. There will be approx 40 completions per year.</p> <p><b>TSP-</b> Delivered to women with OGRS over 25%. And will prioritise women with OGRS over 50. Out of the 36 women in the high and very high OGRS categories at medium to very high risk of violent offending, 14 will have enough time left to serve in order to complete TSP. This will be lower for the CARE programme. These women will be eligible to be assessed for the <b>TSP</b> programme, following risk need and Responsivity principles. (ISPs are not included in this calculation).</p> <p><b>A to Z</b> – Motivating women to take part in interventions. All women with OGRS above 24% and below 90% will be eligible to complete A&gt;Z, these women will be highlighted by offender management where they are showing low motivation to complete their sentence plan/cognitive skills programmes. With further intentions to place them onto an accredited programme.</p>	
Indeterminate Sentenced Prisoners (ISPs)	25	<p><b>TSP-</b> Delivered to women with OGRS over 25%. Of the 25 women currently at Newhall it is expected that all of these women will complete TSP.</p> <p>ISPs who meet the accredited programme criteria will be given priority access to complete, particularly those who are post tariff.</p>	
Low likelihood of any reconviction OGRS 0-24%	<p>59</p> <p>Of whom 26 have been convicted of a violent offence. Of these, 12 have more than two years to serve, with half of these (6) serving an indeterminate sentence.</p>	<p>Since figures from the National Treatment Agency suggest that lower level acquisitive offending is associated with drug dependency, Turning Point will complete work to address this.</p> <p><b>Fire-setters:</b> We are working with West Yorkshire Fire and Rescue to provide an awareness course for offenders with a history of fire-setting. There will be approx 40 completions per year.</p>	



	<p>In this OGRS category, 3 have been convicted of robbery, 10 have been convicted of an acquisitive offence and 6 a sexual offence.</p> <p>The remaining number of women have been convicted of drugs (3), motoring (2) or 'other' (9) offences.</p>		
Medium likelihood of any reconviction OGRS 25-49%	<p>53</p> <p>In this category 'half' (27) have been convicted of a violent offence.</p> <p>11 have been convicted of robbery.</p> <p>Drugs offences are attributed to 7 women and 4 offenders have been convicted of acquisitive offences.</p> <p>1 woman has been convicted of a sexual offence. The 3 remaining women have been convicted of offences described as 'other'.</p>	<p>Since figures from the National Treatment Agency suggest that lower level acquisitive offending is associated with drug dependency, residents will be referred to or highlighted by Turning Point.</p> <p><b>TSP: Non-acquisitive offenders</b> in this OGRS band are offered assessment for and a place on TSP.</p> <p><b>Fire-setters:</b> We are working with West Yorkshire Fire and Rescue to provide an awareness course for offenders with a history of fire-setting. There will be approx 40 completions per year.</p> <p><b>Victim offender conferences</b> (restorative justice) will be considered for offences where there is a clear victim and the victim is will to participate. It is expected that there will be 2 completions across the OGRS categories.</p> <p><b>A to Z –</b> Motivating women to take part in interventions.</p> <p>All women with OGRS above 24% and below 90% will be eligible to complete A&gt;Z, these women will be highlighted by offender management where they are showing low motivation to complete their sentence plan/cognitive skills programmes. With further intentions to place them onto an accredited programme.</p>	
High likelihood of any reconviction OGRS 50- 74%	<p>87</p> <p>Violent offenders in this category (32) account for 11</p>	<p><b>Acquisitive offenders:</b> 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</p>	

	<p>% of New Hall's population.</p> <p>In this OGRS category, 26 have been convicted of an acquisitive offence and 23 have been convicted of robbery.</p> <p>The remaining number of women have been convicted of drugs (2) or 'other' (4) offences.</p>	<p>drug treatment.</p> <p><b>Fire-setters:</b> We are working with West Yorkshire Fire and Rescue to provide an awareness course for offenders with a history of fire-setting.</p> <p><b>TSP: Non-acquisitive offenders</b> in this OGRS band are offered assessment for and a place on <b>TSP</b>. Out of the 36 women in the high and very high OGRS categories at medium to very high risk of violent offending, 14 will have enough time left to serve in order to complete TSP. This will be lower for the CARE programme. These women will be eligible to be assessed for the <b>TSP</b> programme, following risk need and responsivity principles (ISPs are not included in this calculation).</p> <p><b>Victim offender conferences</b> (restorative justice) will be considered for offences where there is a clear victim and the victim is will to participate. It is expected that there will be 2 completions across the OGRS categories.</p> <p><b>A to Z</b> – Motivating women to take part in interventions. All women with OGRS above 24% and below 90% will be eligible to complete A&gt;Z, these women will be highlighted by offender management where they are showing low motivation to complete their sentence plan/cognitive skills programmes. With further intentions to place them onto an accredited programme.</p>	
Very high likelihood of any reconviction OGRS 75-89%	<p>66</p> <p>More than half of the women in this category have been convicted of an acquisitive offence (39); they account for 13 % of New Hall's population.</p> <p>19 have been convicted of a violent offence.</p> <p>The remaining number of women have been convicted of robbery (3), drugs (3), or 'other' (2) offences.</p>	<p><b>TSP: Non-acquisitive offenders</b> in this OGRS band are offered assessment for and a place on <b>TSP</b>. Out of the 36 women in the high and very high OGRS categories at medium to very high risk of violent offending, 14 will have enough time left to serve in order to complete TSP. This will be lower for the CARE programme. These women will be eligible to be assessed for the <b>TSP</b> programme, following risk need and responsivity principles (ISPs are not included in this calculation).</p> <p><b>Fire-setters:</b> We are working with West Yorkshire Fire and Rescue to provide an awareness course for offenders with a history of fire-setting. There will be approx 40 completions per year.</p> <p>These women will be eligible to be assessed for the <b>CARE</b> programme, following</p>	

		<p>risk need and responsivity principles.</p> <p><b>Victim offender conferences</b> (restorative justice) will be considered for offences where there is a clear victim and the victim is will to participate. It is expected that there will be 2 completions across the OGRS categories.</p>	
Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	<p>27</p> <p>Of whom 20 have been convicted of an acquisitive offence, 1 for a violent offence and the remaining 6 categorised as 'other'.</p>	<p>High intensity case management through the OS team and community OM and MAPPA arrangements. Motivational work through the A to Z programme. Motivational work also to address drug and alcohol links with Turning Point our substance misuse service and referral into IOM in relevant LA area for acquisitive offenders.</p>	

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 <b>(TSP)</b>	50	45
Choices, Actions, Relationships, Emotions <b>(CARE)</b>	16	14
<b>Total</b>	<b>66</b>	<b>59</b>

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)
<p><b>1.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.</p> <p><b>1.B</b> All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.</p>	<p><b><u>Aim</u></b> We have a strategic goal to ensure we have a rehabilitative culture supporting commissioning intention: -</p> <p><b>1.</b>We want to produce a clear assessment of the prison culture and regime in supporting desistance from crime and progression through sentence. We want to be clear this is a whole Prison approach where all staff working with offenders consistently demonstrate behaviour and attitudes that support this. Added to this we will continue to upgrade across the cluster the physical fabric of the establishment to ensure an environment that communicates safety and decency to all.</p> <p><b><u>Objectives</u></b></p> <p><b>1.</b> As a first point to achieve this we will carry out a review of the prison regime and culture producing an action plan supporting every contact matters'. Review complete by end of June 2014 with subsequent action plan in place with milestones and delivery objectives by July 2014.</p> <p><b>2.</b> We will introduce reducing reoffending briefings to all staff groups to communicate key messages as to their input to rehabilitation and reducing reoffending. Target date 30 June 2014. Lead managers Head of Reducing Reoffending and Head of Residence.</p> <p><b>3.</b> We will increase our number of prisoner reps., mentors and key workers in the establishment with relevant support and training from our education provider, partners and a specific 1 day training course designed in house. We will double the number of residents in these roles by July 2014.</p> <p><b>4.</b> We will increase the profile of our reward and recognition for staff with recognition clearly given to staff for behaviour that underpins our values. The Governing Governor will be integral to this with clear leadership demonstrated. We will achieve this by a designated reward at every monthly staff meeting from April 2014. A measure of success will be consistently delivering the award across the year and linkage to</p>	

<p><b>1.C</b> Efforts are made to ensure offenders experience the environment as safe.</p>	<p>our strategic goals.</p> <p><b>5.</b> We will develop a zero tolerance approach to drugs within the Prison as part of our safety strategy. There will be a clear action plan developed by June 2014. That action plan will include ;</p> <ul style="list-style-type: none"> <li>• Review of the support and sanctions policy recently implemented.</li> <li>• Review medication management and formulary by end of Sept. 2014-01-</li> </ul> <p><b><u>Measures of Success</u></b></p> <ul style="list-style-type: none"> <li>• Adherence to timescales</li> <li>• MDT figures</li> <li>• Feed back from resident forums</li> <li>• Feedback from staff forums</li> </ul>	
<p><b>2.A</b> There is evidence of effective coordination of delivery of services and integration of providers.</p>	<p><b><u>AIM</u></b></p> <p>We will maximise investment of all partners and providers delivering services for offenders at HMP New Hall and maximize outcomes for offenders by ensuring they experience a seamless and joined up service.</p> <p><b><u>Objectives</u></b></p> <p>1. 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).</p> <p>2. We will develop a plan which describes how, within 6 months 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</li> </ul>	

	<p>contractual partners to allow them to effectively deliver)</p> <ul style="list-style-type: none"> <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><b><u>Measures of success</u></b></p> <p>Our success will be monitored against the plan at monthly SMT meetings and at a regional level with the DDC.</p>	
<p><b>2E</b> In England – Work with Local authorities to promote inclusion of, and maximise benefits to offenders' families.</p>	<p>As part of our overall strategy we will look to develop an overnight stay facility for women and their children as has successfully been developed in Askham Grange Open Prison. The intention is for this to be in place by the end of the second quarter of 2014.</p>	
<p><b>2F</b> In England - Continue to improve access to a pathway of new and existing services for offenders with severe personality disorders.</p>	<p><b><u>Aim</u></b> We will develop our role as an integral part of the NHS England Personality Disorder pathway for women Delivering a residential service and specific targeted programme for women in custody.</p> <p><b><u>Objectives</u></b></p> <p><b>1. Personality disorder-</b>As part of the national PD service strategy we will Implement a co commissioned Personality disorder unit at HMP &amp; YOI New Hall for women in the North. Unit to be opened by July 2014 and within budget. Milestones to be set by project team by 1<sup>st</sup> April 2014.</p> <p><b>2. CARE programme -</b> We will Implement CARE programme at HMP New Hall with the delivery of 2 programmes in 2014 16 starters and 14 completions. This is a northern service for women in custody.</p>	YES

	<p><b>3.</b> Referral route – as part of the above programmes HMP &amp; YOI Askham Grange will investigate establishing a clear referral route and protocols to lower security conditions for women completing the above services.</p> <p><b><u>Key Milestones</u></b></p> <ul style="list-style-type: none"> <li>• Procure provider arm on time</li> <li>• Recruit staff on time</li> <li>• Deliver bespoke training</li> <li>• Market services to northern custodial and community services</li> <li>• Open unit on time</li> </ul> <p><b><u>Measures of success</u></b></p> <ul style="list-style-type: none"> <li>• Fulfil KPI's for the residential service unit and our contract with NHS England.</li> <li>• Fulfil KPI delivery and quality standards for CARE.</li> <li>• Use of referral route way process by those completing the services.</li> </ul>	
<p><b>3A</b> Target resources on evidence-informed interventions and services.</p>	<p><b><u>AIM</u></b> We will ensure our resources are used effectively to achieve our strategic goals and those of NOMS particularly within the context of female offenders.</p> <p><b><u>Objectives</u></b></p> <p><b>1.</b> Implement the recommendations from the female estate review. Askham Grange is identified as recommended for closure as part of this recommendation. We will identify a project plan and risk and issues log by end of April 2014 to manage this situation. IN addition we will support the development of an action plan for an effective resettlement regime at HMP New Hall reflecting the policy as outlined in the PSO on Resettlement Regimes. Action plan to be developed by end of May 2014. To allow implementation sequenced with the closure of HMP and YOI Askham Grange.</p> <p><b>2.</b> Service management review By October 2014 the prison will review the type of strategies it employs, and the services and interventions</p>	



	<p>it offers to ensure that the approaches being used are ones which are effective with the type of offenders that receive them, and that the factors being targeted for change are related to desistance, reduced reoffending and public protection, or a reduction in harmful institutional behaviour. It will draw on local data and evidence, including that provided within the NOMS Evidence and Segmentation Companion Document (available at <a href="http://www.justice.gov.uk/about/noms/commissioning">www.justice.gov.uk/about/noms/commissioning</a>.) when completing these reviews and have in place a strategy for developing its use of evidence to inform practice to maximise outcomes.</p> <p><b><u>Key Milestones</u></b></p> <ol style="list-style-type: none"> <li>1. Management plan for Askham Grange around the female estate review by end of April 2014.</li> <li>2. Review of services and interventions by October 2014.</li> </ol> <p><b><u>Measures of Success</u></b></p> <ul style="list-style-type: none"> <li>• Completion of service review that has resonance with provider services.</li> <li>• Effective management plan for Askham Grange within the female estate review implementation.</li> </ul>	
<p><b>4A</b> Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they will deliver the greatest outcomes for investment.</p>	<p><b><u>AIM</u></b> We will target our rehabilitation services effectively using segmentation and other relevant data.</p> <p><b><u>Objectives</u></b></p> <ol style="list-style-type: none"> <li>1. Conduct a needs analysis by end of June 2014 of universal service need and current delivery in preparation for the implementation of TTG contracts to the latter end of 2014.</li> <li>2. Conduct a review of OLASS and targeted interventions to ensure provision meets need locally and reflects guidance in segmentation by June 2014 to inform OLASS 2014 Self Assessment Report.</li> <li>3. Review case management process to ensure it is effectively targeted to greatest outcomes for investment by June 2014.</li> <li>4. Implement effective quality management check for high risk and above to ensure service delivery is</li> </ol>	

	<p>effectively sequenced and translates to day to day allocation and activity for the women by September 2014. Essentially making sure that residents are in appropriate activity as defined by their risk management and sentence plan and segmentation guidance.</p> <p><b><u>Key Milestones</u></b></p> <ol style="list-style-type: none"> <li>1. Needs analysis and reviews completed by end of June 2014.</li> <li>2. Quality management check in place September 2014.</li> </ol> <p><b><u>Measures of Success</u></b></p> <p>Quality monitoring results</p>	
<b>6A</b>	HMP New Hall 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.	
<b>6C</b> Ensure the efficient use of prison places through HDC/BASS.	<p>We will develop <b>[Year 1] or continue [Year 2,3]</b> an HDC strategy which ensures that all prisoners eligible for HDC who cannot provide an accommodation address must be offered accommodation through BASS - in accordance with PSI 25/2013 and Annex I of PSO 6700 (Home Detention Curfew). BASS support-only will be considered for those with their own accommodation who could be released with additional support. We will also ensure that BASS is considered as an option when non-BASS HDC placements fail. The HDC strategy will stress the importance of liaison with the license supervisor (offender manager) and ensure that releases to BASS are credited as 'suitable and settled' for the purpose of delivery levels HDC referrals to BASS will be delivered from within existing resources.</p>	
<b>6D</b> Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.	<p><b><u>Aim</u></b> We will increase income from commercial activity by a realistic percentage over the coming year.</p> <p><b><u>Objectives</u></b></p> <ol style="list-style-type: none"> <li>1. A review of contracts and pricing in the first quarter of 2014</li> <li>2. Develop a 3 year business plan with our partner enterprise organisation SESC to increase work, enterprise and income across the cluster. Plan to be completed by July 2014. This will include ;</li> </ol>	

	<ul style="list-style-type: none"> <li>• Continue to develop our conferencing and coffee shop activity.</li> <li>• Develop our own products and brands and directly sell to market.</li> <li>• Maintain and potentially Increasing our market garden function utilising land both internally and external to the establishment</li> <li>• Work innovatively with Social enterprise evaluating our relationship with the ARC social enterprise running at Askham Grange</li> </ul> <p><b><u>Key Milestones</u></b></p> <p>1. Contracts review end of June 2014</p> <p>2. Commercial activity Business plan developed by July 2014</p> <p><b><u>Measures of Success</u></b></p> <p>Increase in income for 2014 compared to 2013</p> <p>Realistic income projection 2014 to 2016</p>	
<p><b>6E</b></p> <p>Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.</p>	<p><b><u>Aim</u></b></p> <p>HMP and YOI New Hall will continue its strategy to extend the use of video conference facilities by October 2014 consistent with the NOMS video action plan, ensuring use is consistent with the type of establishment and makes usage of existing planned facilities. Head of Operations will be the establishment lead for the NOMS video action plan and will establish and maintain relationships with the relevant stake holders.</p> <p><b><u>Objective</u></b></p> <p>1. Define video link action plan by April 2014.</p> <p><b><u>Key Milestones</u></b></p> <ul style="list-style-type: none"> <li>• Delivery of action plan by October 2014.</li> </ul> <p><b><u>Measures of success</u></b></p> <ul style="list-style-type: none"> <li>• Identifiable increase in video link usage over the financial year 2014.</li> </ul>	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	

OFFICIAL

16	Prisoner Discipline and Segregation – Prisoner Discipline Procedures	Existing service specification which remains in force	
17	Prisoner Discipline and Segregation – Segregation of Prisoners	Existing service specification which remains in force	
18	Immigration, Repatriation and Removal Services	Existing service specification which remains in force	
19	Faith and Pastoral Care for Prisoners	Existing service specification which remains in force	
20	Physical Education	Existing service specification which remains in force	
21	Mandatory Drug Testing	Existing service specification which remains in force	
22	Prisoner Communications Services	Existing service specification which remains in force	
23	Management of Prisoners at Risk of Harm to Self or Others	Existing service specification which remains in force	
24	Security Management	Existing service specification which remains in force	
25	Activity Allocation	Existing service specification which remains in force	
26	External Movements and Appearances	Existing service specification which remains in force	
27	Manage Prisoner Finance	Existing service specification which remains in force	
28	Prisoner Retail	Existing service specification which remains in force	
29	Enablers of national co-commissioned services in prisons	Existing service specification which remains in force	
30	Processing and Resolution of Prisoner Complaints	Existing service specification which remains in force	
31	Manage the Custodial Sentence - Categorisation & Allocation for Custody	Existing service specification which remains in force	
32	Manage the Custodial Sentence - Manage the Sentence Pre & Post Release from Custody	Remains in force until all outputs in new specification (Manage the Custodial and Post Release Periods) go live	

## OFFICIAL

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	Yes	Existing service specification which remains in force
41	Deliver Victim Offender Conferencing (Restorative Justice)	Yes	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	Yes

OFFICIAL

	play whilst visiting a prisoner	
Visits - Services for Visitors	Visitors are able to purchase snacks and hot/cold drinks prior to the visits period.	Yes
Visits - Services for Visitors	Visitors are able to purchase a meal and hot/cold drinks prior to the visits period.	No
Visits - Services for Visitors	Private meetings can be facilitated between visitors and Partner Agencies.	Yes
Visits - Services for Visitors	There are facilities for children to play whilst waiting to visit a prisoner.	Yes
Visits - Services for Visitors	Visitors receive information through a variety of media regarding relevant support services.	Yes
Visits - Services for Visitors	A Family Support Worker is available to support families.	Yes
Faith and Pastoral Care	Prisoners have access to a Resettlement Chaplaincy Scheme.	No
Mandatory Drug Testing	Prisoners found guilty of misuse of Class B and/or Class C drugs or who frequently refuse to comply with MDT testing may be subject to a Frequent Testing Programme.	Yes
Mandatory Drug Testing	Prisoners may be subject to Reception testing.	No
Prisoner Employment, Training & Skills	Prisoners have the opportunity to gain industry recognised and accredited qualifications through employment, training and skills according to risk and need.	Yes
Prisoner Employment, Training & Skills	Qualifications gained are aligned with market needs and within the Qualifications and Credit Framework	Yes
Deliver Accredited Programmes	Competent staff are contributed to the national training provision as agreed by the commissioner. <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 )	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	

## 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 - Enterprise/Contracts Services	Workshop 5	60	3	26	£0	£0	£60,750	£0	£0	£0
Industries - Land Based Activities	Land Based Activities	5	2	26	£0	£0	£0	£0	£0	£0
Industries - Other Workshop	Max Spielmann Academy	12	1	26	£0	£0	£0	£0	£0	£0
Industries – Textiles	Textiles 1	17	1	26	£0	£30,962	£0	£0	£29,414	£0
Industries – Textiles	Textiles 3	17	1	26	£0	£30,962	£0	£0	£29,414	£0
<b>Total</b>		<b>111</b>	<b>8</b>		<b>£0</b>	<b>£61,924</b>	<b>£60,750</b>	<b>£0</b>	<b>£58,828</b>	<b>£0</b>



**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>
Kitchen	Kitchens	16	40
Kitchen	NVQ Catering	8	26
Kitchen	Staff Mess Full Time	4	40
Library	Library	2	26
Orderly Cleaners	Admin Orderly	1	26
Orderly Cleaners	Chapel Orderly	1	26
Orderly Cleaners	First Night Cleaner	2	26
Orderly Cleaners	Gym Cleaner	1	26
Orderly Cleaners	Gym Orderly	3	26
Orderly Cleaners	Healthcare Cleaner	3	26
Orderly Cleaners	Larch Domestic Worker	4	26
Orderly Cleaners	Mother and Baby / Visits Orderly	1	26
Orderly Cleaners	Oak Domestic Worker	11	26
Orderly Cleaners	Oak House Orderly	1	26
Orderly Cleaners	Oak PID	1	40

OFFICIAL

	Orderly		
Orderly Cleaners	Poplar 1 Domestic Worker	9	26
Orderly Cleaners	Poplar 2 Domestic Worker	11	26
Orderly Cleaners	Poplar House 2 Orderly	1	26
Orderly Cleaners	Programmes Orderly	1	26
Orderly Cleaners	Reception Orderly	3	26
Orderly Cleaners	Rivendell Domestic Worker	4	26
Orderly Cleaners	Sycamore House Cleaner	1	26
Orderly Cleaners	Willow Domestic Worker	8	26
Orderly Cleaners	Willow House Orderly	1	26
Orderly Cleaners	Willow PID Orderly	2	40
Other Occupations	Drop in Centre Peer Worker	1	26
Other Occupations	Oak Painter / Cleaner	2	26
Other Occupations	Poplar 1 Painter / Cleaner	2	26

Other Occupations	Poplar 2 Painter / Cleaner	2	26
Other Occupations	Shelter Peer Worker	1	26
Other Occupations	Stores Full Time	3	26
Other Occupations	Willow Painter / Cleaner	2	26
<b>Sub total</b>		<b>113</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			
Core Education Classes			
Education Induction Assessment			
Education leading to accreditation	BiCS Mentor	1	26
Education leading to accreditation	Business Admin	10	26

## OFFICIAL

Education leading to accreditation	KEY SKILLS MENTOR	1	26
Education leading to accreditation	Call Centre Mentor	1	26
Education leading to accreditation	Call Centre Training	10	26
Education leading to accreditation	Education Cleaner	1	26
Education leading to accreditation	Education Orderly	1	26
Education leading to accreditation	Entry Skills am	16	13
Education leading to accreditation	Entry Skills pm	16	13
Education leading to accreditation	Hairdressing	10	26
Education leading to accreditation	Hairdressing Mentor	1	26
Education leading to accreditation	Health and Safety	10	12.16
Education leading to accreditation	Healthcare Education	8	23.33
Education leading to accreditation	IT Mentor	1	26
Education leading to accreditation	IT course 1	10	26
Education leading to accreditation	IT course 2	10	26
Education leading to accreditation	Induction 1	10	12.16
Education leading to accreditation	Induction 2 (ITES) Day1	10	12.16
Education leading to accreditation	Induction 2 Interview Only	10	6.08

## OFFICIAL

Education leading to accreditation	Industrial Cleaning	10	26
Education leading to accreditation	Skills For Life	10	26
Education leading to accreditation	Ready Steady Work	10	26
Education leading to accreditation	Kitchen Preparation	10	26
PE Leading to QCA Qualifications	PE Course	16	26
Skills training leading to Accreditation			
ROTL			
Prison Induction Courses/Interviews			
Other			
<b>Sub total</b>		<b>193</b>	
<b>Table 8 Total</b>		<b>417</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	Movement	Total Time Out of Cell
Mon	5h 40m	1h 51m	0h 28m	1h 21m	0h 37m	10h 00m
Tue	5h 40m	1h 51m	0h 28m	1h 21m	0h 37m	10h 00m
Wed	5h 40m	1h 51m	0h 28m	1h 21m	0h 37m	10h 00m
Thu	5h 40m	1h 51m	0h 28m	1h 21m	0h 37m	10h 00m
Fri	2h 38m	3h 50m	0h 28m	1h 36m	0h 18m	8h 52m
Sat	0h 00m	6h 06m	0h 00m	1h 51m	0h 00m	7h 58m
Sun	0h 00m	6h 06m	0h 00m	1h 51m	0h 00m	7h 58m

#### 5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	5h 04m	2h 15m	0h 28m	1h 24m	0h 33m	9h 46m

#### 7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	3h 37m	3h 21m	0h 20m	1h 32m	0h 24m	9h 15m

## 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
		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
CU006	CAT A Escapes													0	0	0	0	0	0
CU007	Escapes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CU016	Mandatory Drug Testing (MDT)	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	7.50 %	
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 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 (A&CA)	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.56
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)	3.00	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	3.40
		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	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

OFFICIAL

	Resettlement	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU075	HMIP Respect	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	2.79
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU077	HMIP Safety	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	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	3.99	3.99	3.99	3.99	3.99	3.99	3.99	3.99	3.99	3.99	3.99	3.99	3.99	3.99	3.99	3.99	3.99	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	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	2.84
		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 %	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 Programme (SOTP) Completions																		942



OFFICIAL

CU021	Offending Behaviour Programme (OBP) Completions																			
														59.00	59.00					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	83.00 %	83.00 %	83.00 %	83.00 %	83.00 %	83.00 %	83.00 %	83.00 %	83.00 %	83.00 %	83.00 %	83.00 %	83.00 %	83.00 %	83.00 %	83.00 %	83.00 %	
CU014	Training / Education 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 %	
CU015	Employment on Discharge	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 %	
CU095a	Hours Worked In Industry																		

General

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