



National Offender
Management Service

**Annex to Yorkshire and
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 Lindholme

Local Establishment Annex 2014-15

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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

Table 1: Establishment Details	
Establishment name	HMP Lindholme
Establishment type	Trainer and Industrial prison
Specialist function	
Security Category / Categories:	Category C or lower
Annual Operating Price	To be agreed

2. Establishment Population

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

Table 2a: Capacity Specification	
Certified Normal Accommodation	924
Operational Capacity	1010

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

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

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

Table 2c: Population Assumptions – Origin of the Population
<i>HMP Lindholme is a Category C training prison holding male prisoners aged 21 and over. The population is mainly comprised of longer sentenced determinate prisoners. This establishment mostly holds prisoners sentenced at courts in the Yorkshire & Humber and the North West regions and receives most of its prisoners from local prisons, particularly Leeds and Doncaster.</i>

Table 2d: Population Assumptions – Estimated Background of the Population							
OCTOBER 2014							
	Cat A	Cat B	Cat C	Cat D	Male YO	Other	Total
Prisoners on remand, convicted unsentenced, or sentenced uncategorised	0	N/A	N/A	N/A	N/A	N/A	0
Prisoners sentenced to less than 12 months	N/A	N/A	N/A	N/A	N/A	N/A	0
Determinate prisoners serving 12 months or more but less than 4 years	N/A	N/A	290	20	N/A	N/A	310
Determinate prisoners serving more than 4 years	N/A	N/A	480	20	N/A	N/A	500
Indeterminate prisoners	0	0	111	14	N/A	N/A	125
Determinate and indeterminate Recallees	N/A	N/A	75	N/A	N/A	N/A	75
Non-criminals	N/A	N/A	N/A	N/A	N/A	N/A	0
Resettlement	N/A	N/A	N/A	N/A	N/A	N/A	0
Discretionary	N/A	N/A	N/A	N/A	N/A	N/A	0
Total	0	0	956	54	0	0	1010
Resettlement	No	Reset %		na	Reset No.		na
Specialist Function							

SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions

CI Title & No.	Response to Commissioning Intention
1 Enhance Public Protection and ensure a safe, decent environment and rehabilitative culture	<p>1(a) 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, & 1(b) All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.</p> <p>At HMP Lindholme offender rehabilitation is prioritised from the first day of arrival in the establishment. During the first few weeks prisoners educational, activity and sentence planning needs are determined. This informs which regime and rehabilitation services are required for each individual. It is during this period that prisoners are introduced to their dedicated Personal Officer, meet with their Offender Supervisor and have their individual needs captured in the establishments live prisoner needs analysis.</p> <p>All those who work with offenders at HMP Lindholme are required to possess and demonstrate competency and professionalism in their dealings with offenders. Maintaining a professional work force, which has the required skills and competencies to achieve a supportive rehabilitative culture, is promoted through staff engagement and the staff performance and appraisal tools. Constructive relationships are used to address anti-social attitudes. The roll out of the new SPDR's during 2014/15 will help staff focus on the "how" in the delivery of there work as much as the "what".</p> <p>Ongoing prisoner consultation, communication and engagement are maintained through a variety of forums. These include individual Wing forums, dedicated forums for specific offender types including for example ISPs, Older Prisoners, Health and Offenders in Education forums. Every Contact Matters is the central concept running through these engagement approaches, which work to support the Incentives and Earned Privileges Scheme (PSI 30/2013) encouraging offenders to positively engage and demonstrate pro-social behaviour. C-Nomis case notes are used as the tool to capture each contact with offenders. This approach works to nurture a sense of purpose in relation to rehabilitation, desistance and progression through the sentence.</p> <p>Furthermore, Prisoner Information Desks (PID) operated by prisoners help to support a positive culture through the use of</p>

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	<p>positive peer engagement.</p> <p>Indicators used by the establishment to check that our approach is effective include regular analysis of prisoner applications & complaints, prisoner surveys, HMIP and IMB feedback, as well as ongoing analysis of security intelligence, reportable incidents, adjudications, Use of Force data, MDT data and Violence Management and other Safer Custody statistics.</p>
	<p>1(c) Efforts are made to ensure offenders experience the environment as safe.</p> <p>Leaders at HMP Lindholme undertake monitoring to support and ensure staff are confident but not aggressive in their authority and that they enforce rules fairly (e.g. through written, verbal communication, briefings, events, allocation of relevant tasks within staff roles and responsibilities). Through:-</p> <ul style="list-style-type: none"> • SPDR Performance Plans for staff will incorporate the allocation of relevant tasks within staff roles. • Quality Checks of Adjudications reviewed during Adjudications Standards Meetings chaired by the Deputy Governor with appropriate adjustments made to tariffs and working practices, to ensure they reflect risks. • Use of Force documentation being quality checked by the Use of Force Co-ordinator monthly providing a report on trends to the Head of Residence and Safety for discussion at Use of Force Meeting, with appropriate actions taken to manage risk. • ACCT documents quality will be checked frequently by Managers and a checklist completed, inserted into ACCT documents to ensure compliance to policy and for discussion at reviews. Trends will be fed into the Safer Custody Meeting held monthly chaired by the Deputy Governor or Head of Residence and Safety who will feed into SMT, with appropriate actions taken to manage risk. • ACCT training is discussed during the monthly Safer Custody Meeting held monthly and chaired by the Deputy Governor or Head of Residence and Safety who will feed into SMT, with appropriate actions taken to manage risk. • The Intelligence Reporting system is utilised to ensure appropriate actions to challenge bullies / violence, intimidation and victimisation, utilising imposition of appropriate sanction, reporting to the police where appropriate and support for victims. • Residential Staff will investigate and complete investigation reports to include actions taken to challenge the perpetrator and support the victim of perceived bullying / violence, intimidation and victimisation submitting all instances on Intelligence Reports. All instances are maintained on a Violence Reduction spreadsheet available for all staff to access. • Trends on action / sanctions taken to challenge the perpetrator and support the victim of perceived bullying / violence, intimidation and victimisation will be made available to prisoners. • Monthly trends on bullying / violence, intimidation and victimisation will be highlighted within the Safer Custody meeting Chaired by the Deputy Governor or Head of Residence & Safety who will feed into SMT and ensure appropriate actions have been taken to manage the risk. • Positive learning experiences in relation to Safer Custody will be fed back to region and contacts involved such as Samaritans. • Prisoner Listeners will feed back prisoner perception in relation to self harm and violence reduction during the Safer Custody Meeting which they attend routinely, on a monthly basis. • Local responses to Zero Tolerance to Violence will be developed and supported by increasing LCJB partners' awareness of crime within prison.

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	<ul style="list-style-type: none"> • Managerial focus on visibility of staff on landings coupled with installation of CCTV on the 3 large residential units will all contribute to providing a safe environment. • Learning and trends identified from region, national, voluntary groups such as Samaritans and local meeting outcomes will be circulated to staff and prisoners, factored into working practices and policies where appropriate. To include data from:- <ol style="list-style-type: none"> 1. Data quality on the violence management hub (fed into the weekly Safer Custody update with appropriate actions taken to reduce risks). 2. Safer Custody Audit Reports (action planned and implemented) 3. Prisoner exit surveys 4. MQPL indicators (present data too old for action) 5. Reportable Incidents (fed into the weekly Safer Custody update) 6. Adjudications, and follow up activity (fed into the weekly Safer Custody update) 7. Use of Force statistics (reported in SMARG) 8. Rule 45 applications (reported in SMARG) 9. SQPL indicators (no present data) 10. ACCT data (fed into the weekly Safer Custody update) 11. Mercury (fed into the weekly Safer Custody update) 12. Prisoner Complaints (fed into the weekly Safer Custody update)
	<p>1(d) Good quality risk assessments, risk management systems and information-sharing between partner agencies (where relevant) result in the application of appropriate public protection and security measures, and these ensure the needs of victims are appropriately addressed.</p> <p>1(e) Intelligence is gathered, developed and shared in a safe and timely manner.</p> <p>1(f) The availability of drugs and mobile phones in prisons is tackled.</p> <p>1(g) Prisoners are prevented from continuing criminality from within prisons.</p> <ul style="list-style-type: none"> • HMP Lindholme will comply with the instructions set out in the National Security Framework and the Public Protection Manual and provide assurance that Local Security and Public Protection Strategies will be kept up to date in line with current policy'.
<p>2</p> <p>Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners.</p>	<p>2(a) There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.</p> <p>HMP Lindholme will have a prisoner resettlement needs analysis for its population, which will be managed as a live document and will work to inform the demand on services to effectively respond to the requirements identified.</p> <ul style="list-style-type: none"> • Providers will be identified based on the need outlined in the prisoner resettlement needs analysis and the Sentence Planning requirements identified using the prisoners OASys. This data will work to allow us to respond to the needs of our population and manage resources effectively. The Reducing Re-Offending Meeting will conduct a key stakeholder

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	<p>analysis on an annual basis alongside the needs analysis to ensure that there is engagement with the key partners against the needs of the offenders. The Reducing Re-Offending meeting will monitor these partnerships and the Head of Reducing Re-Offending will have responsibility for contract and SLA management meetings for services provide through such mechanisms.</p> <ul style="list-style-type: none"> • All partner providers are part of the establishments' engagement strategy and are invited to participate in the engagement events including the full staff meetings and breakfast with the Governor forums. • The coordination of services is managed through the establishments Resettlement meeting, which considers the needs under each resettlement pathway, and then looks to source the provision. Current providers which we have identified and work with offenders include, Shelter/Stoneham (for accommodation/debt issues), Job Centre Plus (for Benefit and DWP Work Programme), and National Careers and South Yorkshire Credit union (for offenders to open and manage bank accounts). These service providers are co-located within the establishment in order that they can share information and maximise delivery. • A clear management structure has been identified and communicated to all providers with weekly contact from the Resettlement Manager to ensure that we are proactive to their needs • After review of the IT facilities within the resettlement hub, funding has been secured to ensure that the prisoners and our providers have access to the Virtual Campus to enable our providers to deliver their priorities. • The Head of Reducing Re-Offending engages at a strategic level via the establishments Resettlement meeting to inform of the establishment's vision and delivery expectations with regard to Pathway outcomes, as well as outlining measures required to enable effective delivery of services. • South Yorkshire HOLS cluster lead will work closely with the lead Governor and Heads of Reducing Re-Offending to ensure that services provided meet the needs of the population within each prison. • Progress is monitored through monthly reports from our providers and within the SLA meeting where the collaborative strategic vision is discussed.
	<p>2(b) Facilitate the ongoing operation of mandating day one entry of prison leavers onto the DWP Work Programme and any future changes through the introduction of Universal Credit.</p> <p>HMP Lindholme facilitates the prison leavers onto the DWP Work Programme by:</p> <ul style="list-style-type: none"> • Job Centre Plus staff based in prisons (Employment Benefit Advisers); are accommodated within the Resettlement suite which is suitable for private interviews with prisoners and has access to broadband lines and telephones to enable them to take advance claims for Jobseeker's Allowance and to make referrals to the Work Programme. • Prisoners are called up on an appointment system from any regime activity that they may be involved in. Close working with the Regime Manager and the Resettlement Manager ensures that prisoners do attend interviews with Job Centre Plus.
	<p>2(c) In England - work together with NHS England and Public Health England in line with the National Partnership and Co-commissioning Agreement to ensure that NHS commissioned health services (including clinical and non-clinical substance misuse services) in custody support both health and justice outcomes and:</p>

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- **Are informed by an up to date Health Needs Assessment²⁴ taking account of the reconfiguration of the custodial estate including the creation of Resettlement Prisons**
 - **Support sustainable recovery from addiction to drugs and alcohol and improved mental health including dual diagnosis;**
 - **Promote continuity of care from community to custody, between establishments and through the prison gate in partnership with new providers of probation services;**
 - **Are implemented alongside efforts to reduce the supply of drugs and alcohol in to prisons and the diversion of prescribed medication.**
-
- We have re-launched the drug strategy meeting. This is chaired by the Head of Reducing Re-Offending. The focus of this meeting is to deliver a supportive environment in which prisoners feel they are able to "Recover" from substance misuse and or abstain. The whole focus of this area will be to deliver clinical support to prisoners. We engage with outside the gate voluntary support agencies as deemed appropriate by our NHS partners working with us within the walls.
 - We have for 2 years been working with our Health care providers to move our drug programme staff into their organisation via TUPE this has now been planned for April 2014. The Substance programme team [BSR] form an integral part of the layers of support we intend to develop for the support of substance misusers.
 - We are evolving our strategy to include the expertise of our gymnasium staff as well as the delivery of well being days.
 - We have a proactive and information sharing protocol between the Head Of Security and intelligence and the Head of Operations who co chairs the substance misuse meeting which allow the misuse of prescribed medication via diversion to be tackled head on.
 - Working with our local police force we have developed a robust stand against drugs by running several unpredictable operations where we, our police force and our YAST team challenge all vehicles approaching the prison. Here we use swab tests and proactive dogs. This has produced excellent result with several visitors arrested.
 - The Governor and the Head of Reducing Re-Offending meet with the Head of Health Care at least bi-monthly to over see the health care provision, to resolve issues between the two partner organisations and to plan for future strategic changes. This meeting in turn supports the South Yorkshire Health Partnership on which the Governor sits alongside NHS England and Senior Managers from the Provider Organisation.

In summary, HMP Lindholme is working closely with providers of healthcare and substance misuse services through our local Substance Misuse Management Team meeting, which meets every month. The Head of Healthcare sits on the establishments Performance SMT. This governance provides a mechanism to identifying and addressing delivery and strategic issues such as planning around continuity of care and forthcoming impacts of changes to the estate from the Transforming Rehabilitation Programme. We are developing a Local Delivery Agreement in line with the National Partnership Agreement between NOMS, NHS England and Public Health England. We are also working closely with health and substance misuse providers to promote recovery from addiction by working to reduce the supply of drugs and alcohol into prisons and the diversion of prescribed medication through appropriately sharing of information and intelligence.

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	<p>2(d) In England - Work together with local authorities to ensure that adult offenders and defendants with care and support needs are appropriately identified, their needs are assessed and they are supported to live with decency and as independently as possible; and that arrangements are made for continuity of care when an individual moves.</p> <ul style="list-style-type: none"> • HMP Lindholme has an SMT member who sits on the Doncaster Safeguarding Adults Partnership Board. • We have established links with the YH Circles of Support Steering group and help the aged • HMP Lindholme operates a local screening / assessment process for social care need of older men in relation to Social Care needs, and this invokes reasonable adjustments through a live hard copy care plan which stays with the prisoner, monitored by personal officers and older prisoner liaison officers • Prisoner Health Care Representatives champion the day to day care of older men; a buddy system is in place so reasonable adjustments can be catered for. • Submitted bids to NOMS Health Wellbeing & Substance Use Team, for capital funding to make small scale improvements and adaptations which are required as a result of social care needs in the prison population.
	<p>2(e) In England - Work with local authorities to promote inclusion of, and maximise benefits to, offenders' families.</p> <p>HMP Lindholme recognise that supporting and maintaining links between prisoners and their families can help reduce reoffending, and that there is a diverse family and relationship needs of the prisoners within the establishment. Initiatives include:</p> <ul style="list-style-type: none"> • We offer at least 4 Children & family Day Visits each year providing educational and recreational activities for dads to engage with their family. • Families are invited to attend offenders' feedback relating to completion of programmes. • Engage with families in the management of complex ACCT cases. • Accompanied absences for life sentenced prisoners which assist with maintaining family ties. • Family visitors centre. • Offenders' Families Helpline • Sign posting of prisoners to support agencies provided by the local authority • Attendance at the Doncaster Safeguarding Board.
	<p>2(g) In England - Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to make prisons places of work and strengthen the focus on employability. Enhance access to mainstream learning and employment services for offenders on return to the community.</p> <p>The learning and skills provision is determined using data provided by the PDQ training needs analysis and labour market including, DWP and JCP intelligence. Offenders have access to the TMC led iTES service on induction where functional skills</p>

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	<p>are identified alongside a work activity action plan. The National Careers Service offer a service focussed on career planning for employment on release.</p> <p>In addition to a core curriculum of English Maths and IT, employability skills and vocational training are offered to meet the demand of the employers in areas that prisoners will be released both as discrete training and embedded into work areas. Open University and Distance Learning opportunities offer a diverse range of courses not available through the OLASS offer and are supported by the National Careers Service, TMC and the library service. Employability skills development support is available for those nearing release.</p> <p>HMP Lindholme Quality Improvement Meetings are held bi-monthly, and be co-chaired by the Head of Reducing Re-Offending (HRR) and the Cluster HoLS (CH). Terms of Reference for this meeting are documented and meeting minutes taken and appropriately shared.</p> <p>A bi-monthly 'OLASS Performance, Planning & Review Meeting' with the OLASS Manager & Deputy held bi-monthly. This meeting is used as a contract management meeting and led by HRR/CH. Terms of Reference for this meeting are documented and meeting minutes taken and appropriately shared.</p> <p>The Introduction to Training, Employment Support (iTES) delivery the full iTES model and is promoted as part of the induction process, with clear message of its importance in supporting prisoners into work and learning.</p> <p>The cluster HOLS and HRR meet with the Cluster Lead Governor for Learning and Skills on a regular basis to oversee the learning and skills provision within South Yorkshire ensuring needs and provision reflect each other.</p> <p>HRR is the SMT Champion for the Shannon Trust Reading Network, Toe by Toe which delivered through the Library and coordinated by a dedicated Liaison Officer.</p> <p>Business Development and Enterprise Senior Manager in post to drive forward the Business and Enterprise Park at Lindholme which is critical to the delivery of a Working Prison. This post has responsibility for effective employer engagement informed by the local labour market information.</p>
	<p>2(h) In England - Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment.</p> <p>There are effective internal partnerships with the National Careers Service and Job Centre Plus. There are developing relationships with employers as a means of both contracted work opportunities within custody and post release in the community. The Doncaster Chamber of Commerce Business Development Manager is a source of business and funding opportunities for offenders and has established business development support networks nationally. The TMC employment broker engages with employers regionally to establish work opportunities for those offenders nearing release. The new Business Development and Enterprise manager has sole accountability and responsibility for strengthening partnerships with employers to provide employment within the prison – this post works closely with one3one when developing new relationships</p>

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	with employers. Head of Learning and Skills, Head of Reducing Re-Offending and Business Development and Enterprise roles work closely to ensure that the whole employment pathway is sufficiently resourced and supported by effective partnerships.
3 Deliver an efficient, quality service	<p>3(a) Target resources on evidence-informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups which receive it.</p> <p>At HMP Lindholme we use local prisoner needs data and segmentation data held on the performance hub to inform what interventions our population require. We will maximise our delivery, endeavouring to match the demand of our population. Furthermore, in addition to drawing from the data held on the hub, the Offender Management unit maintain a live prisoner needs database which informs what interventions and services are required. The Governance of this is part of the monthly Reducing Re-Offending Meeting.</p> <p>Resettlement services are regularly reviewed based on the demand through the monthly Strategic Reducing Re-Offending meeting.</p> <p>Tables 4(a) and 4(b) outline the Rehabilitation and Resettlement services for HMP Lindholme 2014/15.</p> <p>We will ensure that the data collection methods of prisoner needs are accurate.</p>
3 Deliver an efficient, quality service	<p>3(b) Have robust quality assurance processes in place to ensure offender services are (i) delivered as they are intended (i.e. with integrity and as planned and designed) and (ii) that they are effective.</p> <p>At HMP Lindholme we measure the delivery of services to offenders by; -</p> <ul style="list-style-type: none"> • Having a managerial layer to focus of examining delivery of services and their effectiveness. • Maintaining data which examines at SMT level the outputs required/service delivery indicators. • Reviewing the demand of the services based on our prisoner population need. • Where service delivery falls short of requirements, then a formal challenge with providers will take place, to focus on how performance is improved. • Utilising external monitoring methods (e.g.HMIP) to identify issues in delivery and quality of services.
4 Ensure delivery is matched to population, purpose and NOMS	<p>4(a) Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they deliver the greatest outcomes for investment.</p> <p>The segmentation for the establishment and local needs data sources dictate the key population segments who services</p>

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<p>outcomes</p>	<p>should be targeted at. This data has been used to complete table 4(b) Rehabilitation Services, and outlines the services offer for HMP Lindholme.</p> <p>We will continue to utilise segmentation data and local population needs analysis to inform and review our OBP delivery requirements, looking to ensure delivery requirements are appropriate and maximised. This will be done on a monthly basis using the Reducing Re-Offending Meeting and the Accredited Interventions Meeting as the forum to formally respond to the data.</p> <p>See table 4(b)</p>
<p>5 Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes</p>	<p>5(a) Relevant individual needs and characteristics are effectively identified, assessed, and monitored. This information is shared appropriately, proactively and sensitively across the organisation, and with delivery partners.</p> <p>We 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. Offenders are introduced and engage with their identified Offender supervisor within the first 10 days of arrival at HMP Lindholme.</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>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. The EAT meeting which takes place monthly ensures regular oversight of equal access to services and service provision which meets the needs of different minority groups.</p> <p>Data on all protected characteristics is collected from all prisoners and recorded on Prison-Nomis. This data is monitored and analysed through the monthly EAT.</p>
	<p>5(b) Information regarding individual needs and characteristics is used to adapt and sequence services to meet individual needs and maximise their benefit and offenders are supported and encouraged to access appropriate</p>

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	<p>services.</p> <p>Following the range of screening services, Offender arriving at HMP Lindholme have a personalised “Offender Pathway” produced and agreed which informs of the services (regime activities, pathways and interventions) required by the individual. This is monitored by both the OLASS provider and the Offender Management Unit.</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>6</p> <p>Deliver priority national or specialist services</p>	<p>6(a) Continue to identify, assess and manage extremist offenders by engaging with existing local structures and ensuring that training and awareness is embedded among key staff groups. Ensure referral, where appropriate, to interventions, structured assessment and structured interventions and faith-based programmes according to offender risk and need.</p> <p>In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Lindholme will ensure delivery in the key thematic areas of Intelligence Gathering & Management; Offender Management and Public Protection; and Interventions & Resettlement, as assessed by NOMS HQ.</p> <p>HMP Lindholme 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>6(b) Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable delivery where it does not.</p> <p>Please see Development Objective in table 6</p>
	<p>6(c) Ensure the efficient use of prison places through development and implementation of local bail strategies and use of HDC for appropriate offenders, including making full use of Bail Accommodation and Support Service.</p> <p>All eligible Offenders (those who meet the criteria as defined in PSO 6700) are considered for suitability for HDC taking into account due regard to public protection. This is conducted in a timely manner to ensure that release is not delayed. Appeals are carried out promptly.</p> <p>BASS and BASS support-only is used to ensure that prisoners eligible for HDC without an accommodation address or who</p>

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	<p>can only be released with additional support, can be considered, taking into account other risk factors and with regard to public protection. The establishments HDC strategy is based on liaison between Offender Supervisors and Offender Managers. HDC referrals to BASS will continue to be delivered by Offender Supervisors and Case Administrators in liaison with Offender Managers.</p> <ul style="list-style-type: none"> • HMP Lindholme will continue a HDC strategy which ensures that all prisoners eligible for HDC who cannot provide an accommodation address are routinely offered accommodation through BASS. • stress the importance of liaison with the licence supervisor (offender manager) and ensure that releases to BASS are credited as 'suitable and settled' for the purpose of delivery levels • ensure that BASS is considered as an option when non-BASS HDC placements fail
	<p>6(d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.</p> <p>Table 8(a) provides details of the commercial work we will deliver at HMP Lindholme from 1 April 2014. Throughout 2014/15 we will maximise delivery in our Prison Industries workshops (identified at Table 8(a)). We will follow the Regional approach to work in prisons, delivering overall growth. To help monitor progress against this key priority, work in prisons features into the SMT monthly performance monitoring approach. We will ensure data is accurately recorded on c-nomis, which in turn allows effective monitoring via the PRS tool.</p> <p>Regime development is a critical part of the Benchmarking Report which is still at stage 6 in the process a clear regime including approach to Industries is being re-written as a response to Lindholme becoming a Working Prison. This work will be done alongside One3One and led by our new Head of Business Development and Enterprise.</p>
	<p>6(e) Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.</p> <p>HMP Lindholme will develop a strategy for extending use of video conference facilities by August 2014 consistent with the NOMS Video Action Plan, ensuring that use is consistent with type of establishment and makes maximum usage of existing/planned facilities. (Named person) will be the establishment lead for the NOMS video action plan and 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>All offenders will have an Offender Supervisor and over the next 12 months we will strive to place the offender and the offender supervisor at the centre of decision making regarding an offenders experience of custody. This will require process mapping all decisions regarding offenders to ensure that the Offender Supervisor and Offender are at the very centre of all decision making processes.</p> <p>We will develop a local concept of “Every Contact Matters” as part of our focus on building the foundations of Safety and Decency which enables a move towards a re-habilitative culture. This will be developed through our Local Staff Forum and Prisoner Consultative Forums to ensure ownership at the delivery end of our structures which will help with buy in as the model is developed, agreed by the SMT and rolled out.</p> <p>Embed prisoner participation in the rehabilitation services within the IEP scheme ensuring the IEP levels reflect an offender's participation as a good citizen at Lindholme.</p>	
Prisoners are made aware of their responsibilities in engaging with and accessing services	<p>We will progress our Prisoner Information Desk workers towards a Peer Mentoring model which will support our encouragement of prisoners to become active citizens within the HMP Lindholme community. The key element of this delivery will be through development and training of the PID workers to take on broader responsibilities within the community.</p> <p>Prisoners will become active participants in the creation of their own sentence plans as part of our active citizenship.</p> <p>We will embed the IEP scheme to ensure offenders are held to account for their own engagement in accessing resettlement and rehabilitation services as set out within their sentence plans.</p>	
Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement	<p>The building of Lindholme as a community of pro-actively engaged citizens (staff and prisoners) will be underpinned by a clear set of expectations for all staff and prisoners. These expectations will be developed with staff and prisoners.</p> <p>A training plan for staff will be developed to support our approach to “Every Contact Matters” and our move towards a “Rehabilitative Culture”.</p>	

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Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	<p>As a working prison we will aim to provide OLASS services as an embedded part of the working day which will focus upon providing skills that offenders will be able to take into the work place in the community.</p> <p>Peer mentoring as part of building a culture of active citizens across our offender groups will be underpinned by a qualification through OLASS.</p> <p>Toe by Toe Peer Mentoring Scheme.</p>	<p>Co-Commissioned SFA</p> <p>Co-Commissioned SFA</p> <p>Co-Commissioned SFA</p>
Prisoners can access services that enable them to manage housing needs created as a result of their custody.	Shelter provides services to meet the housing needs of offenders. Access to this service is via self-referral and or Offender Supervisors.	Regional Contract
Prisoners can access services that enable them to seek settled and suitable housing for release.	<p>Shelter provides services to meet the housing needs of offenders. Access to this service is via self-referral and or Offender Supervisors.</p> <p>Trained peer mentors support the Shelter service to improve offender access to advice and guidance.</p>	<p>Regional Contract</p> <p>Co-Commissioned SFA</p>
Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	<p>Job Centre Plus services are provided as part of the Induction package to assist offenders in closing down existing claims.</p> <p>Debt line is available on the prisoner PIN Phone System.</p> <p>Shelter provides a limited service to support personal financial issues.</p> <p>Develop the Peer Mentoring service within Shelter to provide improved access to personal financial management services.</p> <p>Access to bank accounts is provided via South Yorkshire Credit Union which we will develop further through the use of Peer Mentors.</p>	<p>Co-commissioned DWP</p> <p>Regional Contract</p> <p>Regional Contract</p>
Prisoners can access available services which enable them to address their family welfare and family support needs.	Development of our services which engage with families of offenders will be part of our development objectives – currently limited to the provision of a limited number of family days per year.	

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Prisoners have equivalence of access to health services in custody as in the community.	<p>On reception, prisoners current health needs assessment is reviewed, prisoners are subsequently signposted and supported in tackling any additionally identified needs</p> <p>Prisoners are provided the contact details for existing community health related services</p> <p>Prisoners have access to Primary and Secondary health services, including mental health services, commissioned through Health including: Doctor-GP service, Dentist, Nursing care, Optician, Physiotherapy</p> <p>We will work in partnership across all South Yorkshire Prisons to develop a more joined up approach to health services.</p>	<p>National commissioned England</p> <p>Local Authority Director Public Health Co-commissioned</p> <p>Locally Co-commissioned</p>
Prisoners can access treatment, services, advice and support around drug and alcohol needs.	<p>Nottinghamshire PCT provides an integrated Substance Misuse Service which delivers IDTS, Counselling, Reduction and Maintenance Plans.</p> <p>Develop Peer Mentors to support substance misuse services.</p>	<p>National commissioned England</p> <p>Co-NHS</p>
Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.	<p>Services limited to those provided within the Health Services.</p> <p>Some limited informal Chaplaincy services are provided to support bereavement.</p> <p>Offenders will be signposted to appropriate provision in the community</p>	<p>National commissioned England</p> <p>Co-NHS</p>
Prisoners who have been sex workers can access services that offer them advice and support.	<p>Offenders will be signposted to appropriate provision in the community</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	Total no. of Prisoners within Segment <ul style="list-style-type: none"> Use the segmentation data tool on the NOMS Performance HUB to get the numerical data you need to populate this column 	Strategic approach to meeting the needs of the segment Title and description of rehabilitative services/interventions and case management activities <ul style="list-style-type: none"> Give the title and a brief description of the case management activities offered to offenders in each segment Give a brief description of the range of rehabilitative services and interventions offered to offenders by segment. Include any accredited programmes on offer. Use the guidance on targeting in Commissioning Intention 4a If a service or intervention is available across more than one segment (for example – TSP may be available to both sex offenders and violent offenders) then state in each applicable box, making clear in the next column the number of completions relating to each segment. 	Indicate whether the service or intervention is commissioned or co-commissioned and the number of offenders who will be able to access the intervention or service annually <ul style="list-style-type: none"> For accredited programmes give the number of completions It is not necessary to record volumes for case management activities
All Offenders – where service targeted by need rather than risk		<p>The substance misuse team hold a weekly Alcoholics & Narcotics Anonymous group.</p> <p>The establishment has a trained peer “Drugs Recovery Champion” and are developing this initiative to provide additional peer mentors.</p> <p>BSR – according to need. 6 courses offered across the South Yorkshire Prison 3 intended for Lindholme.</p> <p>Smoking Cessation Support Groups – to provide support and develop abstinence from smoking</p> <p>Healthy eating programme – to provide education, advice and support to reduce obesity (a joint initiative between the PE, Kitchen and Health Care Departments)</p> <p>Recalls: Core rehabilitation services will be available to all fixed term and standard Recallees. For those subject to a standard recall, we will also ensure that they have access to appropriate case management to support their ability to make representations to the parole board, irrespective of their OGRS score. We will ensure this group can engage with rehabilitation services as listed in table 4a to enable their earliest and safe re-release.</p>	<p>Weekly group held in the substance misuse bunker</p> <p>Smoking cessation: 1 group each week in healthcare</p> <p>Prisoners identified by Health Care & Gym Staff – roll on roll off.</p>

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Sexual Offenders	14	<p>This is not an SOTP site so we need to move sex offenders on if they are eligible for an accredited programme. Where OASys has not already been completed, we will prioritise sexual offenders for early OASys completion and subsequent reviews, (as well as violent offenders, and ensuring OASys is completed for those with no PSR first or shortest time left to serve).</p> <p>All sex offenders will be assessed using RM2000 to establish their risk of sexual reconviction, where this has not already been done.</p> <p>Low RM2000: not referred for assessment for SOTP unless they are indeterminate sentence, mandatory or discretionary life sentenced prisoners or are identified to be intellectually disabled (e.g. an IQ between 60 and 80 and adaptive functioning deficits)</p> <p>Medium RM2000 or above: We will transfer these prisoners as soon as possible to the regional SOTP site. 10 TSP places per year are being provided by Moorland to sex offenders who have medium RM2000 or above and are not suitable or are ineligible for SOTP, or can't transfer to an SOTP site.</p>	
Violent offenders	311	<p>Where OASys has not already been completed, we will prioritise violent offenders for early OASys completion and subsequent reviews (as well as sexual offenders, and ensuring OASys is completed for those with no PSR first or shortest time left to serve).</p> <p>We will take OVP into consideration when targeting activities and services for violent offenders.</p> <p>For TSP, we will also include OGRS 25 – 49% violent offenders where there are enough places on TSP to cover their need, though first priority will be given to the 50+ OGRS violent offenders</p> <p>Where we have violent Offenders with an OVP score above 60% (and long enough left to serve), we will assess them, with assistance from the regional Psychology team, for SCP and transfer them to HMP Holme House when they are suitable. Where they do not have sufficient time left to serve, or where SCP places are not available, they will be prioritised for RESOLVE (delivered by Moorland).</p> <p>DV offenders: we will further assess all offenders with a DV flag on OASys, using SARA. Where their risk is above 'low' we will assess their suitability for a DV intervention and transfer them to HMP Holme House when they are suitable.</p> <p>For those DV offenders that are high risk on the SARA assessment, we will also prioritise offenders from this group for higher intensity risk management including monitoring of visits, effective sharing of intelligence with external partners, and, where necessary monitoring of correspondence.</p>	<p>Lindholme do not have a set target for intervention completions, this service is provided by a South Yorkshire Peripatetic team and we are developing an SLA with HMP Lindholme.</p>

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Indeterminate Sentenced Prisoners (ISPs)	123	<p>The intensity of case management for ISPs will range from medium to high and will vary over the course of their sentence, with highest levels of intensity around key events such as preparing for moves to open conditions. Intensity of case management for ISPs will also vary according to the level of risk the offender presents (including risk of reoffending, violence, sex offending etc).</p> <p>Bi-annual one to one case management sessions will be staged around key events in their sentence will focus on preparing for/consolidating learning from a programme, reviewing progress, addressing any setbacks, and helping the offender plan next steps.</p> <p>Offenders who are approaching earliest release date will be prioritised for access to interventions although consideration on a case by case basis where this means that a determinate prisoner could be released without treatment.</p>	
Low likelihood of any reconviction OGRS 0-24%	112	<p>Low intensity case management for offenders in this OGRS band except for violent offenders with OVP of 30%+, sexual offenders assessed as medium risk or higher under RM2000, or indeterminate sentenced prisoners.</p> <p>Low intensity case management includes: Offender Supervisor review of sentence plan, a drop-in surgery for offenders to attend brief appointments/check on progress in engaging with rehabilitation services. Offender Supervisors will make use of their time on wing supervision duty to "catch-up" with some of their caseload. We will put in place an approach based on 'Every Contact Matters' to ensure that all staff who have contact with offenders understand their role in contributing to rehabilitation, and feed back on any relevant contact to the OMU and Offender Supervisors.</p> <p>Risk management – security considerations inform decisions about the targeting of risk management activities as does the offender's risk of serious harm rating (regardless of their OGRS band).</p> <ul style="list-style-type: none"> • Our minimum risk management approach for all offenders is based on partnership between the OMU, Security Department and others as required, so that all risk information is shared. • Medium ROSH ratings prompt a pro-active approach to observing and recording behaviour, and sharing information across the prison and restricting/monitoring visits where necessary. • High/Very high ROSH ratings are prioritised for highest levels of risk management, which includes monitoring of communications and discussion at inter-departmental risk management meetings in cases of greatest concern. <p>Offenders within this OGRS band will have access to the core rehabilitative offer as per table 4a. In general, no additional rehabilitation services are offered to offenders in this OGRS band (see specific approaches above for violent offenders, sexual offenders and indeterminate sentence prisoners).</p>	
Medium likelihood of any reconviction OGRS 25-49%	201	<p>Low Intensity case management will be provided (as described in 0-24% above) for offenders in this OGRS band, except for violent offenders with OVP 30%+, sexual offenders assessed as medium risk or higher under RM2000, or indeterminate sentenced prisoners.</p> <p>Additional Accommodation, Employment, Families and FBD services (as listed in</p>	

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		<p>OGRS band 50-74% box) – Offered to offenders within this OGRS band where spaces are not taken by higher OGRS offenders.</p> <p>Offenders in this risk band will be considered for TSP and Resolve but will not secure a place above someone with a higher OGRS score.</p>	
High likelihood of any reconviction OGRS 50- 74%	378	<p>Medium Intensity case management will be made available to as many offenders in this OGRS band as resources will allow. We will begin by prioritising violent offenders with OVP 30%+, sex offenders with a RM2000 above 'low' and all indeterminate sentenced offenders for this level of service.</p> <p>Medium intensity case management includes: one to one supervision, recognising achievements / reflecting on setbacks and planning for positive change, motivation to maintain or make progress, consolidate learning, observe changes in behaviour or attitudes etc. This is a large group so we will schedule one to one sessions in response to events in each case, with the frequency and length of appointments increasing for those closest to release date, where key work/activity is still required.</p> <p>Short sentence prisoners and those in the last 12 months of their sentence in this OGRS band who are nearing the end of their sentence, will be prioritised to access rehabilitative services to support their resettlement needs. Contact will be made with public protection agencies, as required, in preparation for release.</p> <p>A through the gate course has been developed and prisoners that require the service are invited to attend the course 6 to 8 months prior to release</p> <p>TSP: Non-acquisitive offenders in this OGRS band are offered assessment for and a place on TSP.</p> <p>Acquisitive offenders: We are working with co-commissioning partners to ensure that acquisitive offenders who need drug treatment are able to access it. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment.</p> <p>Accommodation</p> <ul style="list-style-type: none"> • Shelter – Area SLA to provide services to all offenders • Stonham Housing - providing mentoring to support Offenders in finding accommodation <p>Employment</p> <ul style="list-style-type: none"> • OLASS provision of employability skills including CV writing and interview techniques <p>Families</p> <ul style="list-style-type: none"> • Family days– (all offence types) to develop and maintain family contact and enable consolidation of learning from parenting and relationship skills courses. • Maintaining family relationships –story book Dads 	Quarterly themed family days 50 families per event

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		<ul style="list-style-type: none"> • Family engagement services – specific case-work as part of LA initiatives 	No set target
Very high likelihood of any reconviction OGRS 75-89%	167	<p>Highest intensity case management will be made available to as many offenders in this OGRS band as resources will allow. We will begin by prioritising violent offenders with OVP over 60%, sex offenders with a RM2000 above 'medium' and indeterminate sentenced offenders approaching tariff or a move to open conditions.</p> <p>Highest intensity case management is as medium intensity but with more frequent / longer supervision sessions (with a clear purpose linked to the aims of the sentence plan), and active advocating for offenders where they may need help in accessing services to reduce re-offending..</p> <p>Acquisitive offenders: The prison is engaged with Public Health England in order to ensure that prisoner needs around drug misuse are understood and the right services are available at HMP Lindholme. Offender supervisors will work to motivate and encourage acquisitive offenders to take part in drug treatment.</p> <p>Short sentence prisoners: those that are nearing the end of their sentence will be prioritised to access rehabilitative services to support their resettlement needs.</p> <p>TSP: Non-acquisitive offenders in this OGRS band are offered assessment for and a place on TSP.</p> <p>Additional Accommodation, Employment and Families services (as listed in OGRS band 50-74% box).</p>	Lindholme do not have a set target for intervention completions, this service is provided by a South Yorkshire Peripatetic team and we are developing an SLA with HMP Moorland.
Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	12	<p>Over 12m - Highest Intensity case management – as medium intensity but with frequent / longer supervision sessions (but with a clear purpose linked to the aims of the sentence), including commissioning specialist one to one interventions as required, active advocating for offenders where they may need help in accessing services to reduce re-offending. Where resources allow, we will particularly prioritise the highest OGRS, OVP and RM2000 groups, and indeterminate sentenced offenders approaching a key stage in their sentence. As part of our case management approach for this risk group, offenders are referred to IOM services in the community for post release supervision and support.</p> <p>Short sentence prisoners: those that are nearing the end of their sentence will be prioritised for IOM and to access rehabilitative services that support safe resettlement.</p> <p>Additional Accommodation, Employment and Families services (as listed in OGRS band 50-74% box).</p>	

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

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Table 6: Development Objective		
CI Title & No.	Objective: Describe a SMART objective including what you want to achieve how you will measure your success and key milestones	Does this contribute to a regional objective (yes/no)
1 Enhance Public Protection and ensure a safe, decent environment and rehabilitative culture	<p>1(a) 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, & 1(b) All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.</p> <p>Develop and integrate the concept of active citizenship for staff and prisoners at Lindholme which provide the core elements of HMP Lindholme as a pro-social community.</p> <p>Success will look like:</p> <ul style="list-style-type: none"> • Develop PID workers into Peer Mentors • Active consultative structures for staff and prisoners • Put offender supervisors and offenders at the centre of decision making in terms of an offenders journey through Lindholme. • Embed the IEP scheme to ensure that it consistently rewards active citizenship and sanctions anti-social behaviour. <p>Milestone – January 2015</p>	Yes
1 Enhance Public Protection and ensure a safe, decent environment and rehabilitative culture	<p>1(a) 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, & 1(b) All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.</p> <p>Develop a local response to every contact matters as part of a positive intent to change the culture of Lindholme to improve decency and respect providing the essential foundation to providing a Rehabilitative culture.</p>	Yes

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	<p>Success will look like:</p> <ul style="list-style-type: none"> • Develop a clear product with staff and prisoners • Deliver the new product through staff training and engagement <p>Milestone – September 2014</p>	
<p>1 Enhance Public Protection and ensure a safe, decent environment and rehabilitative culture</p>	<p>1(a) 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, & 1(b) All who work with offenders consistently demonstrate behaviours and attitudes that support rehabilitation and desistance.</p> <p>Develop a clear structure of support and engagement with the children and families of prisoners.</p> <p>Success will look like:</p> <ul style="list-style-type: none"> • Family days are well attended and these are well planned themed events. • Improved MQPL • Positive prison visitors survey <p>Milestone – December 2014</p>	Yes
<p>2 Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners.</p> <p>6 Deliver priority national or specialist services</p>	<p>2(g) In England - Align services with Offender Learning and Skills Service (OLASS 4) providers in prisons. Put in place local partnership working arrangements and determine what learning opportunities will be offered in each prison. Support initiatives to make prisons places of work and strengthen the focus on employability. Enhance access to mainstream learning and employment services for offenders on return to the community. 6(d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners.</p> <p>Develop and deliver the concept of Working Prison</p> <p>Success will look like:</p> <ul style="list-style-type: none"> • Achieve 80% target for set hours worked in industry • Income generation is created from work places 	Yes

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	<ul style="list-style-type: none"> • Increase work opportunities for prisoners • Improve prisoners attendance at work <p>Milestone – January 2015</p>	
<p>2 Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners.</p> <p>1 Enhance Public Protection and ensure a safe, decent environment and rehabilitative culture</p>	<p>2(a) There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.</p> <p>1(d) Good quality risk assessments, risk management systems and information-sharing between partner agencies (where relevant) result in the application of appropriate public protection and security measures, and these ensure the needs of victims are appropriately addressed.</p> <p>Develop a new way of working with indeterminate sentenced offenders which assists them in preparing for Open Conditions.</p> <ul style="list-style-type: none"> • A clear path of progression to Open conditions with the link with Hatfield and the opportunities it offers is promoted <p>Milestone – January 2015</p>	Yes
<p>1 Enhance Public Protection and ensure a safe, decent environment and rehabilitative culture</p>	<p>1(c) Efforts are made to ensure offenders experience the environment as safe.</p> <p>Develop a local strategy for reducing debt held between prisoners within the prison.</p> <p>Success looks like:</p> <ul style="list-style-type: none"> • Prisoners wanting to remain at HMP Lindholme (a reduction in transfer requests due to debt issues). • Reduction in prisoners seeking location in the segregation unit. • Reduction in incidents of violence. • Improved MQPL and HMIP regarding Safety. <p>Milestone – September 2014</p>	Yes
<p>1 Enhance Public Protection and ensure a</p>	<p>1(c) Efforts are made to ensure offenders experience the environment as safe.</p> <p>1(f) The availability of drugs and mobile phones in prisons is tackled.</p>	Yes

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<p>safe, decent environment and rehabilitative culture</p>	<ul style="list-style-type: none"> Local responses to Zero Tolerance to Violence will be developed and supported by increasing LCJB partners' awareness of crime within prison. Managerial focus on visibility of staff on landings coupled with installation of CCTV on the 3 large residential units will all contribute to providing a safe environment. <p>Milestone – September 2014</p>	
<p>2 Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners.</p>	<p>2(a) There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.</p> <p>We will maximise investment of all partners and providers delivering services for offenders at HMP Lindholme and maximise outcomes for offenders by ensuring they experience a seamless and joined up service. By September 2014 we will review who we work with and how we work with them and ensure that all contracts and service level agreements demonstrate how each service fits within the overall strategic context of the establishment. This review will include all statutory and non statutory, existing and new partners and providers (including by anticipating any changes as a result of Through the Gate). We will develop a plan which describes how we will deliver:</p> <ul style="list-style-type: none"> A clear shared strategic vision for how services align to maximise outcomes and create an integrated, seamless offender management service (including a shared understanding of outcomes and priorities) A clear agreed plan of how services sequence and compliment each other, providing continuity of services to offenders both within and across prisons (facilitating the needs of all providers and contractual partners to allow them to effectively deliver) Leadership which actively enables and integrates services, where partnership working arrangements improve performance and aid resolution of issues An understanding of resource allocation, and how delivery and choices impact on the investment and activity of others An agreement on how to safely use and share data and information 	
<p>2 Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners.</p>	<p>2e Work with Local Authorities (LA's) to promote inclusion of, and maximise benefits to, offender's families.</p> <p>We will formalise our partnership with local authorities and incorporate this into our strategic approach to resettlement.</p> <p>Milestone – September 2014 (although subject to Through the Gate timings)</p>	

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3 Deliver an efficient, quality service	<p>3a Target resources on evidence informed interventions and services which are likely to deliver the best outcomes for the investment. This includes targeting factors shown to be related to NOMS intended outcomes and using a service design which will be effective with the groups that receive it.</p> <p>By November 2014 the prison will review <u>the type</u> of strategies it employs, and the services and interventions it offers to ensure that the approaches being used are ones which are effective with the type of offenders that receive them, and that <u>the factors</u> being targeted for change are related to desistance, reduced reoffending and public protection, or a reduction in harmful institutional behaviour. It will draw on local data and evidence, including that provided within the NOMS Evidence and Segmentation Companion Document (available at www.justice.gov.uk/about/noms/commissioning.) when completing these reviews and have in place a strategy for developing its use of evidence to inform practice to maximise outcomes.</p>	
6. Deliver Priority national or Specialist Services	<p>6(b) Deliver victim-offender conferences (Restorative Justice) where capacity exists and develop partnerships and a supportive environment to enable delivery where it does not.</p> <p>HMP <i>Lindholme</i> will develop and implement a plan by <i>March 2015</i> for the creation of a supportive environment which will enable delivery of victim-offender conferencing (RJ). The plan will focus on developing;</p> <p>Awareness of RJ amongst relevant staff groups Partnerships with organisations and local commissioners to support delivery of RJ Infrastructure to support delivery, including development of;</p> <ul style="list-style-type: none"> • a single point of contact for RJ • agreed referral processes with partners • processes which contribute to suitability and risk assessments • appropriate gate procedures for entry into the prison of victims and other participants • appropriate rooms are available for the conference to take place • integration of RJ into sentence planning <p>Milestone – January 2015</p>	

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	<p>6(e) Support the delivery of efficiencies across the criminal justice system by increasing the use of prison video links.</p> <p>Implement the NOMS Digital efficiency project video action plan in liaison with Regional lead. Implement 15 point Non Remand Establishment Action Plan within identified timeframes. Actions to include</p> <ul style="list-style-type: none">• Identify and communicate to partner agencies and NOMS single point of contact.• Develop functional mail box for booking.• Update internet home page to include booking arrangement etc.• Identify system trouble shooters and any other training needs.• Identify video service contact point to others.• Check information data collection against regional requirement.• Record and report usage.• Record productions when conferencing was available and appropriate.• Use statistics to support investment.• Put in place and advertise booking system.• Discuss usage at SMT.• Develop local guidance on system to check booking is still required and put in place time slot reserve list system. <p>Milestone – January 2015</p>	
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Table 7a: Mandatory Service specifications applicable under this Local Annex

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

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

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

Table 7b: Service specifications applicable under this Local Annex

For the following specifications, indicate which are applicable to the establishment by confirming Yes or No

37	Specialist Units (HSE)	No	Existing service specification which remains in force
38	Bail Services	No	Go live April/May 2014
39	Deliver Accredited Programmes	No	Go live April/May 2014
40	Mother & Baby Unit	No	Existing service specification which remains in force
41	Deliver Victim Offender Conferencing (Restorative Justice)	No	Go live April/May 2014

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

Table 7d: Agreed delivery hours for specified services			
Service Specification	Output	Agreed hours	Rationale (where hours are agreed above the minimum set within specifications)
Residential Services	Daily time in open air [minimum 30 minutes] (row 21 of the specification)	Minimum 30 minutes	
Physical Education	Minimum number of PE Hours [per week] (row 1 of the specification) (as calculated using the SBC published spreadsheet product)	Minimum of 2.5 hours weekly	

8. Activity Places (Work and Prison Services)

Table 8a: Agreed Activity Allocation places

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

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

INDUSTRIES (ONE3ONE)										
INDUSTRY SERVICE CODE	WORKSHOP NAME	Maximum number of prisoner places per activity (planned per week total for 2014-15)	TOTAL STAFF NUMBERS	CORE HOURS PER WEEK	Annual Internal Soft Charged Sales Predictions	Annual Internal Hard Charged Sales Predictions	Annual External Sales Predictions	Annual Internal Soft Charged Materials Predictions	Annual Internal Hard Charged Materials Predictions	Annual External Materials Predictions
Industries - Land Based	Gardens	36	3	26.75 p / wk	£0	£0	£0	£0	£0	£0
Industries - Land Based	Greenhouses	8	1	26.75 p / wk	£0	£0	£0	£0	£0	£0
Industries - Land Based	Landscaping	8	1	26.75 p / wk	£0	£0	£0	£0	£0	£0
Industries - Retail	DHL Workshop	65	17	26.75 p / wk	£0	£0	£0	£0	£0	£0
Industries - Textiles	Textiles	19	2	26.75 p / wk	£0	£116,270	£0	£0	£112,781	£0
Industries - Charity	Bike Repair	8	1	26.75 p / wk	£0	£0	£0	£0	£0	£0
Industries - Enterprise/ Contract Services	Recycling Workshop	13	1	26.75 p / wk	£0	£0	£6,955	£0	£0	£0
Total		157	26		£0	£116,270	£6,955	£0	£112,781	£0

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Table 8b: Services (not industries)

Table 8b CU095b (Hours Worked in Services) – this should contain services that are measured under this specific metric			
Activity Service Code	Service Description	Maximum number of prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
wing cleaner / servery	Wing Cleaning	114 places	26.75
Self Dec	Other Occupation	13	26.75
Buddie	Other Occupation	2	26.75
Laundry	Wing Cleaning	6	26.75
PID	Other Occupation	13	26.75
Kitchen	Kitchen	30	26.75
Orderlies	Orderly / Cleaner	20	26.75
Essential Workers	Orderly / Cleaner	14	26.75
Waste Management	Other Occupation	6 Part Time	17.5
Gym Course	PE leading to Qual	38	26.75
Gym Orderlies	Orderly / Cleaner	6	26.75
CES	Other Occupation	11	26.75
Red Band	Orderly / Cleaner	2	26.75
Sub total		275	

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Table 8c: Other permanent activity places

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

Table 8c: Other Activities			
This should contain activities that are not in scope of either CU095a (Hours Worked in Industry) or CU095b (Hours Worked in Services) metrics.			
Service Description	Activity Code	Maximum number of FTE prisoner places per activity (planned per week total for 2014-15)	CORE HOURS PER WEEK
Education leading to accreditation	Lit, Num, ITQ – Morning	70	17.5
Education leading to accreditation	Vocational – Full time course - OLASS	257	26.75
Education leading to accreditation	Lit, Num, ITQ – Afternoon	70	10
Sub total		397	
Table 8 Total		829	

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Section 3: Regime Outline

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

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

Out of cell session time summary by day

Day	Activity	Association	Meal	Movement	Total Time Out of Cell
Mon	3h 45m	1h 20m	0h 53m	0h 42m	6h 42m
Tue	3h 45m	1h 20m	0h 53m	0h 42m	6h 42m
Wed	3h 45m	1h 20m	0h 53m	0h 42m	6h 42m
Thu	3h 45m	1h 20m	0h 53m	0h 42m	6h 42m
Fri	1h 36m	3h 21m	0h 53m	0h 21m	6h 13m
Sat	0h 00m	4h 55m	0h 53m	0h 00m	5h 49m
Sun	0h 00m	4h 55m	0h 53m	0h 00m	5h 49m

5 day average time out of cell

Type	Activity	Association	Meal	Movement	Total Time Out of Cell
5-day	3h 19m	1h 44m	0h 53m	0h 38m	6h 37m

7 day average time out of cell

Type	Activity	Association	Meal	Movement	Total Time Out of Cell
7-day	2h 22m	2h 39m	0h 53m	0h 27m	6h 23m

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Section 4: SLA Delivery Requirements and Levels at Commencement Date

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

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

Secure and Decent Custody

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU001	Discharge to Court	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %		90.00 %	90.00 %	90.00 %	90.00 %	90.00 %	90.00 %
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	
CU006	CAT A Escapes														0	0	0		
CU007	Escapes	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0		
CU016	Mandatory Drug Testing (MDT)	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	10.00 %		10.00 %	10.00 %	10.00 %	10.00 %	10.00 %	
CU031	Control & Restraint (C&R) Training	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %		80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	
CU060	Tornado Commitment																		
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
	Security Audit - & Corporate Assurance (A&CA)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00		3.00	3.00	3.00	3.00		
CU056a	Self Harm Audit (A&CA)	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00		2.00	2.00	2.00	2.00		
		3.00	3.00	3.00	3.00	3.00	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	HMIP	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00		2.00	2.00	2.00	2.00		

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	Resettlement	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU075	HMIP Respect	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	
		3.00	3.00	3.00	3.00	3.00	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	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00		
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU078	HMIP Purposeful Activity	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00		
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU076	MQPL Safety	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00		
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU079	MQPL Decency	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00		
		3.00	3.00	3.00	3.00	3.00	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

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CU021	Offending Behaviour Programme (OBP) Completions																		
														0.00					6,456.00

Regimes

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU013	Settled Accommodation on Discharge	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	11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	11.00 %		11.00 %	11.00 %	11.00 %	11.00 %	11.00 %	
CU015	Employment on Discharge	23.00 %	23.00 %	23.00 %	23.00 %	23.00 %	23.00 %	23.00 %	23.00 %	23.00 %	23.00 %	23.00 %		23.00 %	23.00 %	23.00 %	23.00 %	23.00 %	
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 %	
CU063	Water Consumption																		
CU094	Energy Efficiency (CO2e)																		
CU081	Prison Cost Analysis (PCA)																		