

# **NOMS** National Offender Management Service

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Working together to reduce re-offending

## Nationally Commissioned Services

Statement of Performance  
2007-2008



Ministry of  
**JUSTICE**

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## 1. Introduction

The National Offender Management Service (NOMS) is the department within the Ministry of Justice responsible for protecting the public and reducing reoffending through commissioning custody and interventions for offenders serving both custodial and community sentences.

Whilst all community services and the majority of custodial provision are commissioned by the Regional Offender Managers (ROMs) via Service Level Agreements, there are some services which due to their national role and structure are commissioned centrally via the Office of National Commissioning (ONC). Required targets and outcomes for these nationally commissioned providers are based on the needs assessment as outlined in the national commissioning plan produced earlier in the year.

This is our second annual report which details the performance of both HM Young Offenders' Institution (HMYOI) Ashfield (for which contractual authority is held on behalf of the Youth Justice Board) and the High Security Prisons Estate (HSE). It recognises performance against both Service Delivery Targets (SDTs) and the strategic aims of the Service Progress Plan (SPP). It also seeks to highlight additional areas of local good practice and service pressures faced throughout the year.

Organisational changes within National Offender Management Service following on from the publication of the report by Lord Carter of Coles in 2007 means that from April 2008 commissioning responsibility for High Security Prisons will transfer to the Director of High Security within the NOMS agency.

**Michelle Jarman-Howe**  
**Head of the Office for National Commissioning**

## 2. HMYOI Ashfield

### Introduction

HMYOI Ashfield is a contracted prison operated by Serco holding male juvenile offenders aged between 15 and 18. Located in Pucklechurch on the outskirts of Bristol, the prison serves courts stretching from West Wales to London and has a current Operational Capacity of 400 places. Whilst the service provision is to the Youth Justice Board (YJB) the contractual authority rests with the Office for National Commissioning (ONC).

### HMYOI Ashfield Performance

HMYOI Ashfield has maintained its previous good performance with the majority of targets either met or exceeded. Ashfield has maintained its performance rating as a level 3 establishment throughout the year.

Successes in performance this year include an excellent outturn for positive Mandatory Drug Tests, following on from the introduction of enhanced security procedures in the visits area, and a 100% return of young people who had been released on temporary licence to undertake structured activities within the community. This reflects the benefits of close partnership working with local organisations, including Avon Fire and Rescue who run fire cadet schemes and Wessex Water who take young people on work placements.

Attendance at education (84.9%) was above the target attendance rate of 80%. This emphasises the positive approach taken to encourage young people to use the opportunity to increase their employment prospects on release.

Ashfield has performed well in relation to education delivery key performance targets (KPTs), in particular Key Work Skills, which has offered a wide variety of awards and qualifications related to work activity and vocational training. At the last OFSTED inspection the establishment gained a rating of 2. The establishment now has:

- a new art centre which has broadened the curriculum offered;
- a comprehensive range of vocational training opportunities both within the prison and for those who are eligible to be released on temporary licence to outside organisations and training companies;
- successfully engaged with a range of external organisations to improve the reintegration of young people into their community, led by the Offending Learning Journey Co-ordinator.

In terms of strategic direction the Department for Children, Families and Schools is intending that local authorities will take responsibility for learning and skills for young people in custody from 2013.

The rate of serious assaults remains an ongoing concern at Ashfield with a 12.19% outturn against a target of 9.5%. This was a further increase on 2006/07. Considerable management and commissioner attention has been

paid to this area and this will need to continue throughout the new reporting year. It is acknowledged that Ashfield's approach of minimising the use of segregation as a sanction in order to facilitate more progressive strategies to address young people's behaviour has at times negatively impacted upon the sites ability to meet this target. HMYOI Ashfield staff have been innovative in their trialling of operating without a care and separation (segregation) unit during the closing months of this year.

**Table 1**  
**HMYOI Ashfield – Year end delivery against targets**

<b>Metric</b>	<b>Target</b>	<b>Outturn</b>
Escapes from prisons and prison escorts	0	0
Serious assaults	9.5%	12.2%
Accommodation - Housing requirements	N/A	N/A
Accommodation - Settled accommodation	68%	82.2%
Resettlement -Employment	2%	3.8%
Resettlement - Education and Training	40%	40.1%
Key Work Skills (exc LSC provision)	525	4507
Absconds	0	0
Purposeful activity	27 hrs	28 hrs
MDTs	3.5%	2.9%
Detoxification programmes	11	55
Drug Treatment Starts	N/A	N/A
Drug Treatment Completions	N/A	N/A
OBPs	N/A	N/A
SOTPs	N/A	N/A
CARATS	N/A	N/A
Time unlocked	10 hrs	10.1 hrs
Attend education	80%	85%
ROTL	95%	100%
Discharge for Court	90%	100%
Overcrowding	N/A	N/A

During the reporting year there has been an increased population of young people serving Indeterminate Sentences for Public Protection (IPP) and longer term sentences (section 91/92). There have been a number of resource issues surrounding the management of the sentence plans including the lack of a trained Lifer Manager, Senior Psychologist and the provision of seconded Youth Offending Team worker reports for lifer dossiers. This is currently being addressed by the establishment. Arrival times and travelling distances for young people also remains an issue due to the rising population and large catchment area.

#### **Examples of Good Practice and Provider Achievements**

Building on the positive report from Her Majesty's Chief Inspector of Prisons (HMCIP) published during the last reporting period, Ashfield has undertaken work to address the report's recommendations. Key amongst these has been improving the resettlement prospects of the young people and to this end a

dedicated unit is being established. In November 2007 a purpose-built 'art village' was established providing facilities to improve the range and quality of training available in IT, art and design.

During 2007 Ashfield won a considerable number of awards and made strenuous efforts to train their staff to deliver more. As an example the establishment gained the South Gloucestershire Healthy Choice award for Kitchen and Bistro whilst one of their staff qualified with City & Guilds at Level 4 in Conducting External Quality Assurance. The catering staff were then awarded full Membership of the Institute for Learning (IFL) and qualified as assessors for The British Institute of Cleaning Sciences (BICS) for The Food Premises Cleaning certificate.

This allowed many young people to qualify in food hygiene, gain National Vocational Qualifications (NVQs) in professional cookery and gain successful placements for Release on Temporary Licence (ROTL), one of which led directly to an offer of employment.

Ashfield continue to manage difficult behaviour using innovative techniques, including Therapeutic Crisis Intervention and Restorative Justice, and without using a conventional 'segregation unit', those on Good Order or Discipline (GOOD) are managed effectively in the residential units.

Other awards include:

- South Gloucestershire Council 5 Star award for food Hygiene
- HMP & YOI Ashfield Special Team Award July-September 2007.
- Many Princes Trust Awards: one of the young people won Educational Young Achiever of the Year
- Silver Clean Air award
- Serco Princes Trust Divisional Pulse Award
- HMP YOI Ashfield Positive Award
- Star Award 2007
- 5 \* health and safety award
- Sword of Honour
- Human Capital Awards – Winner 2007 – Excellence in the Public Sector

### 3. High Security Estate

#### Introduction

High Security Prisons provide a national service in holding offenders who present the very highest risk in terms of both security and offence. Currently, high security accommodation is offered in eight establishments across the country, creating a total operational capacity of 6029 places.

The High Security Estate (HSE) is composed of the following prisons:

- HMP Belmarsh
- HMP Frankland
- HMP Full Sutton
- HMP Long Lartin
- HMP Manchester
- HMP Wakefield
- HMP Whitemoor
- HMP Woodhill

HM Prisons Belmarsh, Manchester and Woodhill are core local sites which have the physical and procedural security arrangements to enable them to hold Category A prisoners. These establishments receive both sentenced and remand prisoners directly from the courts and to allocate such offenders onwards into the training estate.

Dispersal prisons (the remainder) are high security establishments which hold a proportion of Category A prisoners amongst a general population of Category B prisoners. Characteristically, dispersals will hold long-term offenders who are in the early stages of their sentence.

The HSE faces many challenges, the most significant of which is to balance the need for effective and positive regimes for offenders whilst maintaining its fourteen year record of ensuring there are no escapes of Category A prisoners.

#### High Security Prisons Performance

The High Security Estate has on the whole delivered good results in a year of further population challenges and increasing media scrutiny.

Outturn performance has improved significantly in interventions with the delivery of Offending Behaviour Programmes (OBPs) up 57 from last year and detoxification programmes increased by 484 from last year.

It is very pleasing to see performance against targets have this year also been achieved in both resettlement outcomes and the delivery of Sex Offender Treatment Programmes (SOTPs). Mandatory Drug Testing (MDT) was also achieved against a more challenging target and demonstrates the effectiveness of local policies in this area.

Whilst the target on serious assaults across the estate has been reached local delivery remains high against target at Frankland, Long Lartin and Full Sutton Prisons and will require further attention.

Learning and Skills in the HSE is provided by Learning and Skills Council (LSC) contracts. Based on a review undertaken by ONC it has been recognised that lengthy staff recruitment processes have an impact on curriculum delivery. The HSE generally was not able to meet its Education, Training and Employment (ETE) targets although there was one particular example at HMP Woodhill where the establishment had made a significant strategic commitment to ensure that offenders retained their job or gained work on release. In terms of strategic direction the dispersal prisons are to have their own OCSAR (Offender Skills and Curriculum Area Review). The HSE may have a new learning and skills provider from 1 August 2009 as a result of the LSC re-tendering process.

HMP Manchester, which operates under a commercially let Service Level Agreement, continued to perform well throughout 2007/2008. High Performing prison status was retained during this year and a positive inspection report was published in 2007. There was strong performance across the delivery suite with a number of commendable achievements particularly in serious assaults and MDTs but improvement should be sought in resettlement outcomes in the forthcoming year.

**Table 2**  
**High Security Estate – Year end delivery against targets**

<b>Metric</b>	<b>Target</b>	<b>Outturn</b>
<b>Prison escapes (Cat A)</b>	<b>0</b>	<b>0</b>
<b>Escapes from prison and escort</b>	<b>0%</b>	<b>0.02%</b>
<b>Serious assaults</b>	<b>1.99%</b>	<b>1.90%</b>
<b>Overcrowding</b>	<b>24%</b>	<b>21.4%</b>
<b>OBPs (Pre-IQR)</b>	<b>405</b>	<b>479</b>
<b>SOTP (Pre-IQR)</b>	<b>122</b>	<b>128</b>
<b>Accommodation Settled accommodation</b>	<b>68%</b>	<b>76.4%</b>
<b>Resettlement -Employment</b>	<b>32%</b>	<b>35.1%</b>
<b>Resettlement - Education and Training</b>	<b>See individual establishment target</b>	
<b>Drug programmes (completions)</b>	<b>127</b>	<b>147</b>
<b>Key work skills (exc learning and skills awards)</b>	<b>2481</b>	<b>3780</b>
<b>Absconds</b>	<b>See individual establishment target</b>	
<b>Purposeful activity</b>	<b>19.8 hrs</b>	<b>20.1 hrs</b>
<b>Mandatory drugs test (MDT)</b>	<b>7.06%</b>	<b>5.9%</b>
<b>CARATS</b>	<b>3794</b>	<b>3818</b>
<b>Detoxification programmes</b>	<b>2700</b>	<b>3449</b>
<b>Drug programme (starts)</b>	<b>210</b>	<b>213</b>
<b>Time unlocked</b>	<b>9.2 hrs</b>	<b>9.2 hrs</b>
<b>Self inflicted deaths</b>	<b>&lt;112.8 per 100,000</b>	<b>186.8 per 100,000</b>

**Performance against key Service Progress Objectives.**

**a. Delivery of Offender Management**

2007-08 has been a very challenging year for all prisons in respect of the roll out of the National Offender Management Model. This has been a period in which establishments have been required to consolidate progress of Phase II of the model and to implement Phase III.

Having performed very well in delivery of Phase II and bedded in systems that allow for the effective use of Offender Management (OM), the HSE was well placed to implement Phase III. Nonetheless, the task remained a significant one and the HSE's performance thus far should be commended.

The HSE lead on Offender Management is now in place and fully integrated into implementation and support plans. Phase III of OM began in January 2008 and implementation has been successful. Establishments have adopted OM terminology in communications with Offender Managers and have become more flexible in setting meeting dates to accommodate their needs. Some sites have successfully implemented tele-conferencing and video-conferencing. Belmarsh and Woodhill have been chosen as pilot sites

(SE regional project) for video-conferencing. The HSE is exploring the possibility of introducing video conferencing in remaining sites to better support OM engagement.

Despite all of the above, it remains the case that the HSE establishments suffer from a low level of engagement from Offender Managers. It is evident that the establishments are doing all that they can to encourage greater attendance of OMs at review boards, but this continues to be challenging.

**b. Development of bail information services**

At a national level, bail services have become a high priority. 2007-08 saw the introduction of the Bail Accommodation and Support Services (BASS) initiative which is provided by Clearsprings Management. The HSE benefited from additional funding for the purpose of increasing the level of referrals for bail and bail-related support services. There are signs that this investment is beginning to pay dividends, with Manchester being a good example of a prison that has significantly improved in this area.

A review of Bail Services was completed by the HSE in 2007-08. The outcome was submitted and discussed at the January 2008 quarterly Service Level Agreement (SLA) meeting with the National Commissioner. A question was raised as to whether the HSE held sufficient numbers of prisoners who might be suitable for bail. It was agreed that recruitment of additional staff, under the BASS initiative, would continue to go ahead, but a separate task group would explore what targets should be set for the next business year for delivery of bail support services. The Directorate is keen to further develop training, marketing and quality assurance projects associated with bail support services in 2008-09.

**c. Review of risk reduction deliverables, building on work already completed and setting out options for future delivery**

In December 2007, a project manager was appointed on a short interchange from HMP Whitemoor to facilitate the development and implementation on a better needs analysis of the HSE population. A project board was put in place to oversee the needs analysis. An off-the-shelf package identified as good practice was adapted and produced for the HSE. In January 2008 it was distributed to all sites and a survey of participants' needs was undertaken over a variety of domains. 2264 prisoners responded (average response rate 37%, with a range of between 15% and 69%). The data obtained was inputted into a statistical software programme (SPSS) and analysed in March 2008. Establishment reports are in the process of being produced. Raw databases are with establishment teams for more specific analysis. Needs identified are being included in Reducing Re-offending Strategic and Delivery Plans.

In association with Interventions Group, all offending behaviour programmes have been activity based costed.

A full review of funding allocations, staff profiles, programme need and KPTs has been commissioned for 2008-2009. A meeting to discuss improving

interventions delivery, sentence planning and population management is scheduled to take place in the first quarter of 2008-09.

**d. To contribute to the work the NOMS standing group is overseeing regarding implementation of the sex offender assessment and treatment strategy**

The work of the NOMS standing group has largely centred on the production of a position paper to set out the structure and standards within which sex offenders of all levels of risk should be assessed, treated and managed. This will provide much clearer guidance to inform Commissioners, Offender Managers and practitioners. It should enhance consistency, continuity and quality of provision. A final draft position paper will be put out for consultation with all stakeholders, to be completed and ratified by September 2008.

The specified motivational programmes targeted at sex offenders have been delivered. Both the Full Sutton A>Z programme and the Wakefield Foundation Engagement programme have achieved the planned numbers of starters. A revised version of A>Z was introduced that amends both recruitment and delivery with a view to making it more SOTP focused. As well as more general engagement, there have been some prisoners at Full Sutton who have moved from the revised A>Z onto SOTP. The Wakefield programme only started in September, but some participants have gone on to ETS and FOCUS, although not yet on to SOTP.

There is a need for a broad raft of motivational strategies utilising better institutional support. In the coming year, the HSE will be developing such a motivational strategy for its programmes.

**e. Work with ROMS in developing an understanding of the actions required against each Regional Reducing Re-offending Action Plan**

A Reducing Re-offending Forum was established within the HSE during the reporting year, linking to establishments' reducing re-offending leads. The establishment leads coordinated local pathway leads. Establishment pathway groups were encouraged to interface with regional and local reducing re-offending teams. The establishment reducing re-offending strategies and delivery plans (finalised May 2008) will be published and used to work with existing regional provision.

**f. Compliance with diversity and equality legislation and the requirements set out in HMPS Prison Service Order (PSO) 2800**

All HSE establishments have trained 80% of their Race Equality Action Teams (REAT) as per the national target set by the Prison Service's Race Equality Action Group. This work was driven through by the Area Diversity Advisor, who helped to train local trainers within establishments and also helped deliver shared training across the Directorate for staff that had missed training. Establishments were also encouraged to offer training places to staff from other Directorate establishments.

All Directorate establishments have carried out Equality Impact Assessments on the ten key areas identified for 2007-08.

The Area Diversity Advisor has worked closely to support establishments. For example, at Woodhill, in chairing two recruitment boards and successfully recruiting a Diversity Manager and Race Equality Officer.

On 30 April 2008, the Diversity, Decency and Safer Custody Unit published a two year HSE Diversity and Equality Strategy. This strategy will help create consistency in the work carried out by HSE establishments on wider delivery, support and development of frontline staff, and promote better working relationships between security and addressing employment equality. The aim of the strategy is to instil confidence in this work area as the Directorate continues to face a variety of challenges in managing difficult, high-risk and long-term prisoners.

**g. Joint development of the sentence plans and the management of interventions for prisoners with indeterminate sentences for public protection**

OM Phase III addressed many issues associated with this objective. The HSE worked successfully with the Business Change Support team (BCST) to develop a national database identifying all the IPPs in HSE prisons. This database was then used to prioritise assessment and referral to interventions. Monthly data capture processes are in place to keep the national database up to date and ensure IPP need is prioritised.

### **Examples of Local Good Practice and Provider Achievements**

Across the HSE prison staff are rightly proud of the good work that they do. This section of the report seeks to highlight some of that work which is not captured in the Service Level Agreement.

#### **Belmarsh:**

- Development and implementation of the Belmarsh Development Programme, a joint development by Belmarsh Greenwich PCT and the University of Greenwich to provide Clinical Development training for all Registered Nurses working with Prisoners at HMP Belmarsh. The programme includes individual evaluation and ongoing clinical support and is unique across the prison Service and may well be rolled out to other partnership as an income generator.
- Establishment of Long Term Condition Management Clinic to co ordinate the needs of patients with complex health needs.
- Establishment of Pain Clinic - Multi-disciplinary approach to reducing reliance on opiate based analgesics.
- Enhancing the Environment Kings Fund Project - Multi agency/multi-professional project engaging all stakeholders in a project to make the clinical environment more conducive to the therapeutic approach
- Successful roll out of Short Duration Programme.
- Link up with London Resettlement Project which has achieved the London Strategy Implementation Group (chaired by London ROM and attended by Government Office for London) accepting Belmarsh roll out of phase III of London Resettlement Project 1 April 2008. This will link Belmarsh up directly with Chief Executives from Greenwich and Lewisham and allow prisoners at Belmarsh to enjoy access to a much wider range of services pre discharge to ensure an effective reducing re-offending release plan is in place.
- Family Man continues to be a success with 107 completions to date ensuring that the vital link between prisoners and their families are maintained, that prisoners realise the importance of maintaining / re establishing links with the family unit and the impact of their offending behaviour on their families is highlighted. An important part of the course is prisoners being expected to take more responsibility for their actions.
- Workshop re-model has delivered a complete change programme within Belmarsh where contract workshops have been replaced by Resettlement focussed areas offering bricklaying, printing and design, multiskills (foundation DIY skills) recycling, family man and story book dads.
- Family day visits are a regular event at Belmarsh where prisoners and their families can enjoy a whole day visit including a lunch together in a secure but relaxed environment. These visits include category A prisoners and are a major achievement within a high security prison.
- Successful implementation of a resettlement Houseblock has demonstrated Belmarsh's investment to its non category A majority population and the management team's commitment to reducing re-offending.
- Reintroduction of a prisoner party working within the grounds of Belmarsh offering both purposeful activity and real learning opportunities for prisoners. This has been a particularly challenging piece of work for all

functions involved within the prison to ensure the delicate balance between maintaining security and offering resettlement focussed learning is continued.

- Race Equality Officer has been nominated for the Butler Trust Award; he is also one of the two finalists in the Justice Awards 2007, for his commitment to Diversity.

**Frankland:**

- Custody Office is through to the finalist stage in the HS Team of the Year Awards also nominated for the Butler Trust Award.
- Frankland have a Specific Needs landing on B1 designed to meet the needs of elderly and disabled prisoners.
- The prison has Nostalgia Groups and a Charity Workshop for Specific Needs prisoners on B wing.
- The prison staged an Anne Frank exhibition earlier this year as part of our Diversity Week with Westgate prisoners trained as exhibition guides.
- The prison introduced a new triplicate wing application system earlier this year designed to track replies and guarantee replies within given timescales.
- There have been no self-inflicted deaths since September 2006 and only 3 in total in the past eleven years.
- The use of cardio-vascular facilities has been introduced for compliant prisoners in our Segregation Unit.
- There is a dedicated Listener Suite in our Health Care Centre (HCC) and man it with a small but dedicated group of Listeners.
- Frankland achieved the bronze award for healthy working environment, we have immunised over 70 percent of staff against Hep B. Health screening for staff - blood pressure, cholesterol, blood sugar and advice on healthy life style set up.
- The prison are working with Bishop Auckland college to complete a Training Needs Indicator for admin and Operational Support Grades (OSG) to help them identify training and development needs, which are supported by us in delivering our core business.
- Frankland continue to manage, in conjunction with Durham Wildlife Trust, one of Durham's Site of Special Scientific Interest to assist in conserving local flora and fauna.
- Successfully adapted E wing into a progressive unit for prisoners who have undertaken lengthy periods of segregation. It is designed to offer a staged return to normal location. Staff take encourage individuals to take part in a range of structured activities and monitor their progress, supporting them through this transition.
- The Security department is currently improving monitoring arrangements in line with PSO 4400 including child visitors, through the introduction of a Communications Unit to bring together and manage Personal Identification Numbers (PINS) and Censoring.
- A complete review of reception has been undertaken and work continues in driving forward improvements in procedures.

- An OSG John Gardiner won the Security Category in the High Security Prison Officer of the Year Awards and also went on to win this Category at the National Prison Officer of the Year Awards.
- The Establishment is to have a new House Block, built to accommodate a further 120 prisoners due to be complete early next year.
- A Prisoner Information Communication Technology Academy (PICTA) workshop has been completed to provide 18 places.
- An alteration of Assembly One workshop has provided the establishment with a brickshop, Sight & Sound workshop and smaller Assembly workshop. Utilising better use of the Assembly 1 workshop space has enabled us to provide a new SOTP (Sex Offender Treatment Programme) and Regimes Unit, containing seven group rooms and two smaller interview rooms. The facility is now completed and the feed back from staff and prisoners is very positive.
- The Establishment's new kitchen built to facilitate the feeding of 1200 prisoners is also now in operation.
- The CAPS (Category A Perimeter Security upgrade) is ongoing with completion early next year providing the establishment with new cameras, anti helicopter wires and blue line fencing to create a sterile area, protecting the green line fence.
- Westgate Unit at Frankland were Winners of the High Security Team of the Year 2007/8.
- 100% Audit Score for Accredited Programmes (Chromis).
- Westgate unit achieved a Full delivery of Assessment, Treatment Need and Treatment Services (over 150 clinical completions).
- Westgate Unit achieved 100% clinical retention of Dangerous and Severe Personality Disorder (DSPD) prisoners within Westgate Clinical Framework.
- International Recognition for Westgate Clinical Framework.

**Full Sutton:**

- The prison has invested in training staff and prisoners to undertake mediation as an alternative, more lasting means of resolving grievances on race issues.
- Travellers groups were held to raise awareness of their needs within the prison and contributed to improved understanding.
- There is a well-used telemedicine link with consultants at a local hospital, which reduced the need for external appointments.
- The development of an adapted relapse prevention programme has been an effective means to engage prisoners with literacy problems with the service.
- The Healthcare Department was awarded a World Health Organisation best practice award.

Events during the year included:

- March 2007 – Anne Frank Exhibition. Two weeks of events including Holocaust Survivors talks and creative writing workshops. Prisoners were trained as exhibition guides during the event.

- May 2007 – Adult Learners Week. A week of events for staff and prisoners including prisoner and staff awards and an exhibition of learning opportunities from external agencies.
- July 2007- Visit by the Archbishop of York
- September 2007 – Foy Vance musical performance.
- All weather pitch opened by Peter Beardsley
- October 2007 – Launch of Offender Management Degree in partnership with Leeds Metropolitan University (28 staff).
- Calendar of events for Black History Month including several in partnership with the Wilberforce Institute of Slavery, Hull University.

The establishment has also:

- Introduced the A-Z programme. Although non-accredited the programme aims to encourage prisoners who are lacking in motivation to address their offending behaviour. We envisage about 20 completions and hope to increase the take up of OBPs.
- Carried out a full needs analysis of the population.
- Published a comprehensive offender management prospectus.
- Installed prisoner information points in all areas.
- Taken part in the pilot and first stage roll out of a new prisoner complaints system (in conjunction with REAG).

#### **Long Lartin:**

- Biodiversity Action Plan in place as a stage two site
- 2007 - Prison Band created in association with professional singer songwriter Amy Wadge; 2 concerts and plans to produce CD in Spring 2008
- March 2007 - implementation of Equality and Diversity training for prisoners in association with City College Manchester
- August 2007 - A 24 hour charity circuit training event took place with both staff and prisoners taking part to raise money for the local flood relief fund following Julys floods
- Oct 2007 - Larry White - World Champion & World Record power lifter visiting PE Department to train prisoners in weight training and talk in general about Black History Month
- May 2007 - 'Driven By The Word' performance and celebration of achievement event hosted by the Writer in Residence and attended by internal and external agencies
- Alpha Course successfully integrated into chaplaincy programme with links to Risk Assessment and Management (RAM) assessment
- Recycling of Entertainment Media now fully implemented with further development planned for next six months of offering interview upon release to selected prisoners
- Links developed with Wychavon District Council in order to provide increased links with offender understanding of local community and vice versa.
- Black Pear Credit Union meetings have been established to provide a "banking" service for prisoners within Long Lartin. This will fully contribute

- to Pathway 5
- Links created with Mothers Union to underpin Pathway 6 by providing family links and support individual assessment plans and access to partners and children
- A-Z programme. Non-accredited programme which aims to encourage prisoners who are lacking in motivation to consider the benefits of addressing their offending behaviour. It is an attempt to increase OBP take up next year. We envisage about 20 completions.
- Opening of refurbished Healthcare Suite

**Manchester:**

- HMP Manchester awarded high performing prison for the second year running
- Successful operation of a joint offender management (OM) unit, jointly managed by a governor grade and a probation district manager.
- Monthly data analyst report to inform OM.
- Twice yearly criminogenic needs analysis from OASys to inform intervention delivery.
- The appointment of an interventions co-ordinator to assist the interventions managers and to act as an expert link between offender supervisors and interventions.
- The appointment of a dedicated Foreign Nationals Offender Supervisor.
- A local Offender Management Strategy Document.
- The inclusion of the following areas into the OM function. Observation, Categorisation and Allocation (OCA), remand wing, induction unit, drug treatment units and detox wing.
- MDT rate consistently around 5%.
- The delivery of Key Work Skills 50% above target.
- Purposeful activity consistently above 22 hours.
- Introduction of the Choose Change Project (Joint venture with Salford and Manchester City Council and the Office of the High Sheriff), to provide services to prevent re-offending in prison and in the community for prisoners serving 12 months or less.
- Re-introduction of the Reducing Re-offending Committee with designated Pathway Leads.
- The appointment of a dedicated Disability Liaison Officer
- The introduction of a dedicated Bail and Legal Services Department employing one prison officer and two probation officers. Excellent results recorded with the highest rate of referrals in the HSE and one of the highest in England and Wales.
- The visit to Manchester in July 2007 by Stephen Shaw, PPO and the favourable/positive feedback received concerning his visit.
- The award of MBE to Abi Pointing, Manchester's race equality advisor.
- The introduction of monthly Deputy Governors Consultation meetings with prisoners.
- Improved working relations with immigration and consulates in the UK.
- Black History week in October with a number of outside organisations attending.

- The attendance of Blackburn's Peoples Choir singing to staff and prisoners.
- A visit by the Imperial War Museum North during Diversity week.
- The completion of 32 Impact Assessments, including the mandatory ten.
- The introduction of Russian and Urdu language training for staff.
- The successful delivery of programmes and associated targets.

**Wakefield:**

- Sept 2007, Anti-slavery Awareness Week in the Library - books, poster competition, Fair Trade speaker every day
- New prisoner jobs created in education: IT orderlies to undertake computing and word-processing tasks for Learning and Skills; Learning Support Assistants to assist teachers in providing additional support to individual learners in the classroom
- Joint initiative, Library and Education Department, to introduce reading groups to develop reading skills in education sessions
- Breakfast, lunch and tea-time "tasting" sessions for staff to attend the Training Kitchen for a meal where the prisoners can practice serving and customer service skills
- Key prison staff invited to lunch with the LSC and City College Manchester prior to the Quarterly Partnership Meeting, to encourage discussion and understanding of the role of Education in the Wakefield setting.
- Throughout 2007 the Wakefield Offender Management Team led the national pilot for the ViSOR project – Violent and Sexual Offender Register. This pilot brought together skills in offender management and supervision, probation practices and Police intelligence to help monitor ViSOR offenders in custody and upon release in a joint bid to reduce the offending carried out by these people which often has a disproportionate impact on society.
- Wakefield has entered into a ground-breaking partnership with Bradford University who are set to begin a two year in-depth academic review of race equality provision, beliefs and practices in Wakefield.
- Wakefield has been one of the first establishments in the 2007 round of assessments to be accredited as Investors in People. Huge efforts have been made by all across the establishment to succeed in this accreditation and the assessor stated that he was particularly impressed with the pride in which Wakefield staff displayed in their work.
- Wakefield's work in provision for older prisoners and prisoners with disabilities continues to be a service wide leader. The full time disabilities co-ordinator and her team have been recognised again this year in the various awards ceremonies having been confirmed as a finalist for the High Security Team of the Year Awards.
- Intelligence Unit is producing good quality intelligence with its monthly assessment template being put forward as good practice by Security Policy Group

**Whitemoor:**

- Highly Commended Award in the Regional Health Innovations award process for Whitemoor's Palliative Care Pathway. 150 nominations for this region, 14 awards given.
- Prisoner Consultation chaired by external partner (Andrew Flemming Williams) in which he facilitates discussions between staff and prisoners on establishment issues to build positive staff/prisoner relationships.
- Prisoner Information rooms/points now on all spurs.
- Introduction of cell safes to allow prisoners to lock away valuables.
- One of the prisoners, supported by the Prisoners Education Trust has produced a 'How to Study Book' aimed at other distance learning prisoners.
- We have liaised with the Fitzwilliam Museum in Cambridge which has put all of its exhibits onto a CD-Rom for prisoner use (primarily Egyptian and Black History).
- One of the prisoner's paintings was purchased by a winner of the Turner prize.
- Speakers to the 'Long Termers Group' this year have included:
  - Kate Adie on Creative and Autobiographical Writing
  - Jeremy Paxman on Working at the BBC
  - Ann Murphy on History of Lottery finances in the 17th Century (with modern comparisons)
  - Margaret Penstone on Black Holes and Popular Astronomy
  - Dr M Dhami from Leicester University Hospital on CardiologyPrisoners themselves write to organisations and/individuals who then visit. Follow up work from the visit becomes part of educational activity.
- New workshop introduced which renovates computers and ships them to Africa. The first 200 computers were shipped at the start of the month. Accreditation will follow for prisoners as soon as production work is established in this Restorative Justice Workshop.
- A group from the 'Kick racism out of football' team did a debate day on the reasons racism is still part of our sporting ethos.
- 'Sister tree', a drama group who work with the prisoners to look at the perceptions prisoners hold for themselves, came in to look at the relationships prisoners form with officers and if there perceptions were fair ones. This was a very well received day by the prisoners and they have begun to accept that some of the problems lie with their perceptions.
- We are currently in discussion with Glen Banks and 'kick it out' to form a partnership in looking at violent crime within the younger community.
- Peterborough Race Equality Council are researching the provision of some cultural awareness training for us.

**Woodhill:**

- Priority Prolific Offender Tracker Post introduced at Senior Officer level funded by Northants Police, DAT and Woodhill.
- Recently recognised for the quality of Community Engagement practice by both the community it serves and by HMPS Race and Equality Action Group.

- In July 2007 HMP Woodhill received an award from Milton Keynes Racial Equality Council for its commitment and support to race equality in Milton Keynes. The synergy developed by this working arrangement has had significant benefits for both partners.
- In addition to this formal working HMP Woodhill continues to engage with a variety of community and voluntary agencies to raise awareness for both staff and prisoners to issues of race, faith and diversity.
- Development of the 'Calling the Shots - promoting a positive lifestyle away from violence' course. This has been refined at Woodhill to achieve OCN certification for delivery to prisoners who may be at risk of involvement in Gang Culture and use of weapons.
- Introduced monthly Father and Children visits to allow fathers to rebuild links with their children
- Monthly Housing Clinics delivered in Resettlement - Supported by East Northants, Corby and Wellingborough District Councils.
- Monthly Clinic for ETE (Education Training and Employment) delivered by the Careers Advisor, the Jobcentre Plus worker and the Employment Executive Officer.
- Muslim Community Resettlement Worker - raising awareness and providing Resettlement services to young Muslim prisoners. Developing community links to provide a signposting role for release to Education, Training and Employment.
- Education Horticultural class expanded into the grounds area for vulnerable prisoners on an accredited course. Two new classrooms opened to allow additional spaces for ESOL learners
- Waste Management Workshop opened and the recycling has resulted in halving of the amount of compactor removals from the establishment.
- Grounds parties started with direct links into the Parks Trust who have supplied all materials to produce seed beds for sustainable oak trees that will be grown and then re-planted back into the community.
- High levels of engagement from OMs and excellent attendance at Sentence Planning Boards.

#### 4. Financial Information

<b>Contracted Prisons pre-audited financial information 07/08</b>							
<b>Establishment</b>	<b>Management &amp; Financing Arrangements</b>	<b>Category</b>	<b>Certified Normal Accommodation in use</b>	<b>Average Population</b>	<b>Expenditure 2007/08</b>	<b>Cost Per Place p.a.</b>	<b>Cost Per Prisoner p.a.</b>
	<b>Note 1</b>		<b>Note 2</b>		<b>Note 3</b>		
					<b>£</b>	<b>£</b>	<b>£</b>
Ashfield	DCMF	Male Juvenile	400	383	<b>21,017,643</b>	52,544	54,876

#### NOTES

1. DCMF – Design, Construct, Manage, Finance
2. The figure shown for Certified Normal Accommodation may vary from the contractual figure.
3. As HMYOI Ashfield is a Design, Construct, Manage, Finance establishment, the expenditure figure includes:
  - Payments to contractors
  - Controller Team based at establishment
  - Adjustment for the capital repayment element in contractual payments

## 5. Office for National Commissioning Key Activities and Delivery

The Office for National Commissioning (formerly known as the Commissioners Support Bureau) was responsible for both commissioning and delivering a range of services for NOMS in the reporting period.

In addition to commissioning the High Security Estate and HMYOI Ashfield the team were also responsible for:

- a. Ensuring the provision of a timely and efficient PCO clearance and certification process to the contracted estate.

Nearly 3000 new applications were processed over the year, with over 90% of these being completed on time.

- b. The provision of briefing and casework support to the Commissioning and Partnership Directors and ROMs in accordance with agreed targets and objectives.

1,035 pieces of casework were dealt with over the course of the year, including Ministerial correspondence, Prisons and Probation Ombudsman cases, adjudication appeals, confidential access complaints and correspondence from prisoners' families and members of the public. The overall performance of the team in meeting targets was 80%.

We have also provided briefings and advice to Ministers and other Government departments. We have responded to:

- 13 Independent Monitoring Board (IMB) reports
- 10 Her Majesty's Chief Inspector of Prisons (HMCIP) reports, both new and update reports.
- 15 Freedom of Information requests
- 66 Parliamentary Questions
- 18 deaths in custody investigation reports, both initial and update reports. It should be noted however that these deaths did not all occur in 2007-2008 as there is often a considerable time delay between a death occurring and the report being received.

- c. Providing and operating mechanisms for effective commissioner and provider consultation for policy and legislation in respect of contracted prisons.

During the year ONC were key in driving the development of the Strategic Policy Board and co-coordinating its early activities. The National Providers Operations Group was also established by ONC, ensuring improved policy and legislation consultation with private sector providers.

- d. Ensuring the effective delivery of outputs against targets applicable to the Assisted Prison Visits Unit (APVU).

This was a very difficult year mainly due to staff absences, recruitment and retention which impacted upon overall effectiveness. The target on turnaround times was missed for much of the year for dealing with non-urgent enquiries to the Prisoner Location Service (PLS) and the target was completely missed for assessing applications for assisted prison visits. During the year APVU dealt with:

- 382 NOMS Victim Helpline calls (these resulted in 71 full reports to establishments)
  - 166,555 (approx) enquiries on the whereabouts of a prisoner
  - 76,387 claimed assisted visits
- e. Facilitating the design and implementation of diversity measures for the contracted estate and provide guidance to ensure delivery by providers against specified diversity requirements

During 2007-08 ONC were highly influential in the development of this agenda, identifying and pursuing the need for a common diversity standard across all providers and facilitating engagement with the private sector on this issue.

- f. The establishment and management of the Academy for Criminal Justice Commissioning to further develop and enhance the knowledge, skills and relationships that are essential to the effective commissioning of offender services.

The Academy aims to deliver its aims through a number of mediums including publications, learning and development opportunities and improved communication between key stakeholders. To date the Academy has:

- Published three bulletins
- Held a series of seminars on a range of topics.
- Launched a website
- Joined with the National School of Government to develop a commissioning conference to be held in 2009
- Developed an extensive network of stakeholders from across all sectors

To find out more about our work please contact us at:

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**Annex A: Reducing re-offending targets (community)**

<b>Probation Targets</b>
<b>Reducing Re-Offending</b>
At least 90% of OASys assessments must be completed or updated within appropriate timescales (5 days following sentence or release on licence for all PPO cases)
<b>Protecting the Public</b>
At least 90% of OASys assessments (assessment, screening & full risk of harm analysis and sentence plan) must be completed or updated within 5 days following sentence or release on licence for all Tier 4 risk of harm cases (excluding PPOs).
<b>Offender Management</b>
At least 90% of OASys assessments (assessment, screening &, if appropriate, full risk of harm analysis and sentence plan) must be completed or updated within 15 days following sentence or release on licence for all Tier 1, 2 & 3 cases (excluding PPOs)
<b>Delivery of Justice</b>
Achieve an average of <b>35</b> working days from the relevant unacceptable failure to comply to resolution of the case; and to resolve <b>60%</b> of breaches of community penalties within 25 working days of the relevant unacceptable failure to comply (CJS measure).
70% of orders and licences successfully completed
46,300 Completions of unpaid work requirements
<b>Rehabilitation &amp; Support</b>
13,200 offenders under supervision achieve and sustain employment for 4 weeks
13,940 accredited offending behaviour programmes completed by offenders
1,300 accredited sex offender treatment programmes completed by offenders
2,079 accredited programmes for domestic violence completed by offenders
75% of offenders are retained in DRR/DTTO for 12 weeks
<b>Reassurance &amp; Confidence</b>
85% of victims to be contacted within eight weeks of an offender receiving 12 months or more for a serious sexual or violent offence
<b>Supporting the courts</b>
90% of Pre Sentence Reports (PSRs) are completed to agreed timescales
<b>Resource Use Strategy</b>
Days lost due to sickness (Probation) not to exceed 9 days per annum
95% of race and ethnic monitoring data on staff and offenders returned on time using correct classification (Probation)

## Annex B: Reducing re-offending targets (custody)

<b>Prison Targets</b>
<b>Public Protection</b>
No escapes of Category A prisoners
Rate of escapes from prison and prison escorts to be lower than 0.05% of the average prison population
Fewer than 1 in 20,000 escapes from contracted escorts
<b>Safety Decency &amp; Respect</b>
Rate of self-inflicted deaths (SIDs) in prison not to exceed 112.8 per 100,000 prison population.
1.81% of serious assaults per overall prison population
The % of prisoners held in accommodation units intended for fewer prisoners does not exceed 24% of the average population in public prisons
The % of prisoners held in accommodation units intended for fewer prisoners does not exceed 34.5% of the average population in private prisons **
<b>Delivery of Justice</b>
The rate of drug-misuse in prison is less than 10% - as measured by the random Mandatory Drug Testing (rMDT) programme (reported 1 month in arrears)
<b>Rehabilitation &amp; Support</b>
6655 accredited offending behaviour programmes completed by prisoners (exclusive of SOTP)
1,105 accredited sex offender treatment programmes completed by prisoners
At least 75% of offenders move to settled accommodation on release
26% of discharged prisoners entering employment on release
To ensure that 7185 prisoners complete a drug rehabilitation programme or Therapeutic Community annually
<b>Supporting the courts</b>
At least <b>85%</b> of prisoners from prison or police cells are delivered to court before the agreed time
<b>Resource Use Strategy</b>
Days lost due to sickness (Prison System) not to exceed 11 days per annum
At least 6.3% of the workforce in public prisons to be from ethnic minority groups (Prison System)

**Annex C: Establishment performance against SDTs in 2007-2008****HMP Belmarsh**

<b>Metric</b>	<b>Target</b>	<b>Outturn</b>
Prison escapes (Cat A)	0	0
Escape from prison and escorts	0%	0%
Serious assaults	2.6%	1.3%
Accommodation - Housing requirements	90%	91.5%
Accommodation - Settled accommodation	68%	89.5%
Resettlement -Employment	40%	40.9%
Resettlement - Education and Training	10%	8.7%
Key Work Skills (exc LSC provision)	300	445
Absconds	0	0
Purposeful activity	16.5 hrs	16.9 hrs
MDTs	9%	7.3%
Detoxification programmes	900	866
Drug Treatment Starts	60	60
Drug Treatment Completions	31	34
OBPs	N/A	N/A
SOTPs	N/A	N/A
CARATS	1267	1268
Time unlocked	8.3 hrs	8.4 hrs
Attend education	80%	82%
ROTL	N/A	N/A
Discharge for Court	90%	90.7%
Overcrowding	43.5%	40.6%

Table 3

**Annex C: Establishment performance against SDTs in 2007-2008****HMP Frankland**

<b>Metric</b>	<b>Target</b>	<b>Outturn</b>
Prison escapes (Cat A)	0	0
Escape from prison and escorts	0%	0.14%
Serious assaults	1%	2.5%
Accommodation - Housing requirements	N/A	N/A
Accommodation - Settled accommodation	68%	92.7%
Resettlement -Employment	20%	7.3%
Resettlement - Education and Training	N/A	N/A
Key Work Skills (exc LSC provision)	350	157
Absconds	0	0
Purposeful activity	22.5 hrs	19.4 hrs
MDTs	5%	5.7%
Detoxification programmes	N/A	N/A
Drug Treatment Starts	18	19
Drug Treatment Completions	13	14
OBPs	65	107
SOTPs	41	38
CARATS	32	51
Time unlocked	9.3 hrs	9.3 hrs
Attend education	80%	80.3%
ROTL	N/A	N/A
Discharge for Court	90%	85.1%
Overcrowding	N/A	N/A

Table 4

**Annex C: Establishment performance against SDTs in 2007-2008****HMP Full Sutton**

<b>Metric</b>	<b>Target</b>	<b>Outturn</b>
Prison escapes (Cat A)	0	0
Escape from prison and escorts	0%	0%
Serious assaults	1.4%	2.2%
Accommodation - Housing requirements	N/A	N/A
Accommodation - Settled accommodation	68%	77.4%
Resettlement -Employment	20%	9.7%
Resettlement - Education and Training	N/A	N/A
Key Work Skills (exc LSC provision)	550	443
Absconds	0	0
Purposeful activity	19.5 hrs	20.4 hrs
MDTs	4%	3.6%
Detoxification programmes	N/A	N/A
Drug Treatment Starts	18	19
Drug Treatment Completions	13	13
OBPs	57	64
SOTPs	34	29
CARATS	32	50
Time unlocked	9.5 hrs	9.5 hrs
Attend education	80%	85%
ROTL	N/A	N/A
Discharge for Court	90%	97%
Overcrowding	N/A	N/A

Table 5

**Annex C: Establishment performance against SDTs in 2007-2008****HMP Long Lartin**

<b>Metric</b>	<b>Target</b>	<b>Outturn</b>
Prison escapes (Cat A)	0	0
Escape from prison and escorts	0%	0%
Serious assaults	3%	4.7%
Accommodation - Housing requirements	N/A	N/A
Accommodation - Settled accommodation	68%	100%
Resettlement -Employment	20%	50%
Resettlement - Education and Training	N/A	N/A
Key Work Skills (exc LSC provision)	272	412
Absconds	0	0
Purposeful activity	20 hrs	20.9 hrs
MDTs	10%	8.8%
Detoxification programmes	N/A	N/A
Drug Treatment Starts	18	17
Drug Treatment Completions	13	11
OBPs	66	71
SOTPs	N/A	N/A
CARATS	32	40
Time unlocked	9 hrs	9.2 hrs
Attend education	80%	74%
ROTL	N/A	N/A
Discharge for Court	90%	100%
Overcrowding	N/A	N/A

Table 6

**Annex C: Establishment performance against SDTs in 2007-2008****HMP Manchester**

<b>Metric</b>	<b>Target</b>	<b>Outturn</b>
Prison escapes (Cat A)	0	0
Escape from prison and escorts	0%	0%
Serious assaults	2.3%	1.1%
Accommodation - Housing requirements	90%	95.6%
Accommodation - Settled accommodation	68%	66.7%
Resettlement -Employment	32%	33.4%
Resettlement - Education and Training	10%	3.6%
Key Work Skills (exc LSC provision)	527	749
Absconds	0	0
Purposeful activity	23 hrs*	22.4 hrs
MDTs	10%	7.2%
Detoxification programmes	900	1352
Drug Treatment Starts	60	60
Drug Treatment Completions	31	47
OBPs	61	59
SOTPs	13	15
CARATS	1500	1506
Time unlocked	9.8 hrs	10 hrs
Attend education	80%	85%
ROTL	N/A	N/A
Discharge for Court	90%	98%
Overcrowding	56.2%	51.2%

\* Commercial SLA target for PA is 23hrs while the KPT shows a target of 21hrs  
Table 7

**Annex C: Establishment performance against SDTs in 2007-2008****HMP Wakefield**

<b>Metric</b>	<b>Target</b>	<b>Outturn</b>
Prison escapes (Cat A)	0	0
Escape from prison and escorts	0%	0%
Serious assaults	1%	1.3%
Accommodation - Housing requirements	N/A	N/A
Accommodation - Settled accommodation	68%	88.9%
Resettlement -Employment	20%	33.3%
Resettlement - Education and Training	N/A	N/A
Key Work Skills (exc LSC provision)	430	499
Absconds	0	0
Purposeful activity	19 hrs	19.2 hrs
MDTs	4%	3%
Detoxification programmes	N/A	N/A
Drug Treatment Starts	18	18
Drug Treatment Completions	13	12
OBPs	56	60
SOTPs	34	36
CARATS	32	38
Time unlocked	9 hrs	9.1 hrs
Attend education	80%	82%
ROTL	N/A	N/A
Discharge for Court	90%	100%
Overcrowding	N/A	N/A

Table 8

**Annex C: Establishment performance against SDTs in 2007-2008****HMP Whitemoor**

<b>Metric</b>	<b>Target</b>	<b>Outturn</b>
Prison escapes (Cat A)	0	0
Escape from prison and escorts	0%	0%
Serious assaults	2%	1.8%
Accommodation - Housing requirements	N/A	N/A
Accommodation - Settled accommodation	68%	88.9%
Resettlement -Employment	20%	11.1%
Resettlement - Education and Training	N/A	N/A
Key Work Skills (exc LSC provision)	32	69
Absconds	0	0
Purposeful activity	20.5 hrs	21.6 hrs
MDTs	5%	5.9%
Detoxification programmes	N/A	N/A
Drug Treatment Starts	18	20
Drug Treatment Completions	13	16
OBPs	57	58
SOTPs	N/A	N/A
CARATS	32	53
Time unlocked	9.8 hrs	8.3 hrs
Attend education	80%	81%
ROTL	N/A	N/A
Discharge for Court	90%	96%
Overcrowding	N/A	N/A

Table 9

**Annex C: Establishment performance against SDTs in 2007-2008****HMP Woodhill**

<b>Metric</b>	<b>Target</b>	<b>Outturn</b>
Prison escapes (Cat A)	0	0
Escape from prison and escorts	0%	0%
Serious assaults	2.5%	2.1%
Accommodation - Housing requirements	90%	99%
Accommodation - Settled accommodation	68%	78.3%
Resettlement -Employment	25%	34.6%
Resettlement - Education and Training	10%	10.4%
Key Work Skills (exc LSC provision)	20	1006
Absconds	0	0
Purposeful activity	18 hrs	20.1 hrs
MDTs	9.5%	5.1%
Detoxification programmes	900	1231
Drug Treatment Starts	N/A	N/A
Drug Treatment Completions	N/A	N/A
OBPs	43	47
SOTPs	N/A	N/A
CARATS	867	812
Time unlocked	9 hrs	9 hrs
Attend education	80%	76%
ROTL	N/A	N/A
Discharge for Court	90%	100%
Overcrowding	35.1%	31.5%

Table 10

## Annex D

### Glossary of Terms and Acronyms

Alliances	An initiative to build alliances with the Corporate, Civic and Faith & Voluntary Sectors that provide offenders the opportunity to access training, employment and mainstream services that help them to resettle and reintegrate into communities.
ATB	Attitudes, Thinking & Behaviour
ATR	Alcohol Treatment Requirement
CARATS	Counselling, Assessment, Referral, Advice and Throughcare Services, drug services accessible to all prisoners in custody.
CDRP	Crime and Disorder Reduction Partnership, between police, local authorities, probation, health, voluntary sector and local groups of residents and businesses devising a strategy containing measures to tackle priority problems of crime and disorder. The strategy will last for three years, but must be kept under review by the partnership.
CJIT	Criminal Justice Integrated Teams (Community drugs teams working with offenders in the Criminal Justice System).
CJS	The Criminal Justice System, the generic term associated with those from the Police, Prison Service, Probation Service, Crown Prosecution Service, Youth Justice Board, Court Service, Victim & Witness Support and others.
Co-commissioning	Two or more organisations aligning their commissioning strategies for shared or mutually beneficial outcomes.
Commissioning	Commissioning involves separating out the specification of services to be delivered from the delivery of those services.
Community Orders	Under the Criminal Justice Act 2003 sentencing changed. Community Orders involve offenders doing things to help them avoid reoffending e.g. improve education or get off drugs. Can include 12 different requirements, 1 or 2 for minor offenders, more for those found guilty of more serious crime.
Contestability	Contestability allows existing providers to demonstrate

	that they are the best possible provider and gives alternative providers the opportunity to show what they can do.
CSIP	Care Services Improvement Partnership.
DAAT / DAT	Drug and Alcohol Action Team. Drug Action Teams work locally to deliver the UK drug strategy. Commissioned through Primary Care Trusts reporting performance to the National Treatment Agency.
DCLG	Department of Communities and Local Government.
DH	Department of Health.
DIP	Drug Interventions Programme
DRR	Drug Rehabilitation Requirement.
DSPD	Dangerous and Severe Personality Disorder
DTTO	Drugs Treatment and Testing Order.
EDP	Establishment Delivery Plan
ETE	Education, Training and Employment.
GO	Government Office, the representative of central Government departments in each English region.
HCC	Health Care Centre
HDC	Home Detention Curfew.
HMCIP	HM Chief Inspectorate of Prisons.
HMIP	HM Inspectorate of Probation
HMP	Her Majesty's Prison: holds adult offenders over the age of 18 on remand and over the age of 21 following sentence.
HMPS	Her Majesty's Prison Service.
HMYOI	Her Majesty's Young Offender Institute. An establishment which holds Young Adult Offenders (aged 18 – 21).
HMP&YOI	HMP & Young Offenders Institution: holds juvenile (15 – 17) and young offender (18 – 21) year old prisoners.

IDAP	Intensive Domestic Abuse Programme.
IDTS	Integrated Drug Treatment Scheme, the provision of substance abuse programs including drug and alcohol testing.
Interventions	Interventions are the programmes delivered to offenders by Prison or Probation services, drug action teams or other providers to address an offender's needs.
IPP	Indeterminate Public Protection, sentence of the courts
IQR	Implementation Quality Report
Joint Commissioning	Two or more organisations aligning their commissioning strategies for shared or mutually beneficial outcomes.
KPI	Key Performance Indicator – High level measure used to monitor performance in Criminal Justice Agencies.
KPT	Key Performance Targets. Targets that are set to ensure that KPIs are met.
LAA	Local Area Agreements.
LCJB	Local Criminal Justice Board.
LSC	Learning and Skills Council, the body now responsible for the provision of all learning and skills training for offenders.
LSCB	Local Safeguarding Children Board.
LSP	Local Strategic Partnership.
MAPPA	Multi Agency Public Protection Arrangements. MAPPA provide the statutory framework for interagency cooperation in assessing and managing violent and sex offenders in England and Wales. Under the arrangements, Police, Probation and Prisons, supported by additional agencies including housing, health and social services combine forces to manage the risk to the public posed by dangerous offenders.
MAPPP	Multi Agency Public Protection Panel. The critical few offenders that pose the highest risk are referred to a MAPPP where their cases are regularly scrutinised by senior representatives of local agencies.

NOMM	National Offender Management Model.
NOMS	National Offender Management Service, Department of the Ministry of Justice (formerly the Home Office) with responsibility for serving the courts, public and reducing reoffending by commissioning custody, offender management and interventions for adult offenders whether serving sentences in custody, the community or both.
NTA	National Treatment Agency who aim to increase the availability, capacity and effectiveness of treatment for drug misuse in England.
OASys	Offender Assessment System. NOMS assessment system for prisoners and other Offenders to determine the causes of their offending behaviour and hence what work and interventions are necessary to address that behaviour and so cut reoffending.
OBP	Offender Behaviour Programme.
OCA	Observation, Categorisation and Allocation
OLASS	Offender Learning and Skills Service.
OM	Offender Management or Offender Manager.
OSG	Operational Support Grade
PCT	Primary Care Trust.
PLS	Prisoner Location Service
PPO	Prolific and Priority Offenders. A national initiative targeting the most prolific or serious offenders in local areas led by CDRPs Police, CPS, Prisons and Probation with Local Criminal Justice Board coordination. Schemes work to prevent, deter, catch, convict, resettle and rehabilitate offenders.
PSR	Pre-Sentence Report
RAM	Risk Assessment and Management
ROM	Regional Offender Manager (Director of Offender Management in Wales).
RRDP/ RRAP	Regional Reducing Reoffending Delivery / Action Plan.

RR Strategy Board	Reducing Re-offending Strategy Board includes representatives from NOMS, partners, providers, co-commissioners etc.
SHA	Strategic Health Authority.
SID	Self Inflicted Death
SLA	A formal agreement between two parts of government or the same organisation that specifies a service to be delivered and the responsibilities of each party to the agreement.
Subcontracting	The use of a secondary contract to employ a third party to deliver a service as part of a larger contract.
Third Sector	The 'third sector' describes the range of institutions which include small local community and voluntary groups, registered charities both large and small, foundations, trusts, and a growing number of social enterprises and cooperatives. They share common characteristics in the social, environmental or cultural objectives they pursue their independence from government and in the reinvestment of surpluses for those same objectives.
'Through the gate'	A system whereby interventions that commenced in custody can continue to be delivered in the community without being affected by any change in that status.
Unpaid Work	Unpaid work is a requirement of a Community Order. Work is undertaken for the benefit of the local community. It is a punitive intervention that can be used as a creative resource for improving the local environment and supporting strategies on visibility and community engagement. Work cannot be for profit or financial gain. Also called Community Payback.
VCS	Voluntary and Community Sector.
VDT	Voluntary Drugs Test, also described as a prisoners being 'on compact'