National Offender
Management Service

Annex to Greater London 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

HOLLOWAY

Local Establishment Annex 2014-15

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This document is the Local Establishment Annex 2014-15 to the Greater London 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 & YOI Holloway**
Establishment type	**Female Closed**
Specialist function	
Security Category / Categories:	**Female prisoners suitable for closed conditions 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	533
Operational Capacity	591

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

Table 2b: Population Allocation Specification	
Gender:	Female prisoners only
Age:	Adults (21 and over) and Young Adults (18-21)
Security Category:	Female prisoners suitable for closed conditions or lower
Sentence Status:	Remand and Sentenced prisoners
Sentence Length / Type:	20% Resettlement No restrictions
Offence Type:	No restrictions
Nationality:	No restrictions

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

Table 2c: Population Assumptions – Origin of the Population
HMP & YOI Holloway is a female local prison holding prisoners aged 18 and over. The population is mainly comprised of remand prisoners and newly sentenced prisoners. This establishment mostly holds prisoners remanded or sentenced by courts in the London and the South East regions and receives most of its prisoners from courts in the London area. This establishment holds lifers and FNOs.

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	91	**91**
Prisoners sentenced to less than 12 months	N/A	N/A	N/A	N/A	N/A	124	**124**
Determinate prisoners serving 12 months or more but less than 4 years	N/A	N/A	N/A	N/A	N/A	137	**137**
Determinate prisoners serving more than 4 years	N/A	N/A	N/A	N/A	N/A	66	**66**
Indeterminate prisoners	N/A	N/A	N/A	N/A	N/A	27	**27**
Determinate and indeterminate Recallees	N/A	N/A	N/A	N/A	N/A	13	**13**
Non-criminals	N/A	N/A	N/A	N/A	N/A	4	**4**
Resettlement	N/A	N/A	N/A	N/A	N/A	119	**119**
Discretionary	N/A	N/A	N/A	N/A	N/A	N/A	**0**
Total	**0**	**0**	**0**	**0**	**0**	**581**	**581**
Resettlement	Yes	**Reset %**		0.2	**Reset No.**		119
Specialist Function							

SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions	
CI Title & No.	**Response to Commissioning Intention**
Enhance public protection and ensure a safe, decent environment and rehabilitative culture.	**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.** The 2013 HMCIP report described quality of staff-prisoner relationships at HMP Holloway as good. Holloway staff care about the women in custody and engage with them positively and constructively, supported by Offenders Supervisors – Prison and Probation staff. The importance of the quality of interactions is reinforced by action taken by SMT when interactions fall short of this – through fact-finds or disciplinary investigations and awards. SMT monitor prisoner complaints and 10% are quality assured monthly. Staff-related complaints are monitored separately through SMT and repeat complaints are highlighted to Heads of Function to consider as a possible performance issue. MQPL carried out in 2013: This report highlighted improvement in responses across a number of areas. HMCIP highlighted the well-attended Women's Council which meets monthly and discusses a wide range of issues. We will regularly consult with our women to gather their feedback on the behaviours and attitudes of our staff and partners. Central to our consultation will be: • A monthly Holloway Women's Council (prisoner consultation committee) • An annual Violence Reduction Survey, which following the concerns and questions raised by HMCIP on their recent visit will also target feedback on the attitudes and behaviours of staff • At least quarterly Residential/Unit/Level based prisoner/staff forums where the women can raise matters central to their lives on their residential unit

	• The local Violence Reduction Policy will be applied to ensure that any criminal and anti social behaviours perpetrated within Holloway are effectively and robustly tackled. To effectively apply this policy staff are required to be positive role models • Prisoner representatives also attend Equalities and Safer Custody meetings. Holloway applies the national Incentives and Earned Privileges Policy, via the Greater London Regional Policy including having made the relevant changes to increase focus on engagement with rehabilitation. Our strict zero-tolerance for violent or anti-social behaviour reinforces to the women that our expectations of them are high. On the other hand, women's achievements are celebrated. In addition there are a wide range of trusted roles – such as peer support work – at Holloway. We have opened a dedicated Resettlement Unit and are increasing the access to ROTL for women who are suitable to work in the community. Under Benchmarking Holloway will specifically allocated a Work Stream lead to Every Contact Matters to explore opportunities to further enable our women to take personal responsibility and to ensure that staff-prisoner relationships remain positive.
	1 (b) All who work with offenders consistently demonstrate behaviours and attitudes which support rehabilitation and desistance. As for 1(a). Additionally, a two day training programme has been locally developed to incorporate ACCT, IEP and VR-led by the Head of Residence and Safety and all managers including those from partner organisations. Women have support from personal officers, offender supervisors, agency case workers relevant to their identified needs and psycho-social drug support services case managers.
	1 (c) Efforts are made to ensure offenders experience the environment as safe Our Violence Reduction Policy has realised us with remarkable success in delivering a safe environment, and making a safety a priority. HMCIP recognised our success here in the 2013 and highlighted the Timeline initiative and our psycho-social drug services as examples of best practice. We will continue in our strict adherence of the local policy that effectively interprets national requirements. We will review and update the policy as required to ensure national policy compliance, or to better meet local need. Throughout the year our adherence to the policy requirements, and success, will be managed and monitored via:

See Regional response for sections 1d-1g inclusive	• Weekly Timeline de-briefs: The Head of Residence and Safety and Safer Custody Manager will ensure that a weekly timeline report is produced. This report gathers details of incidents and concerns relevant to safer custody within Holloway. The two then check they are satisfied with the response the establishment has afforded to each incident/concern, and if not ensure remedial action is taken. Similarly any identified trends of good practice or concern can be effectively dealt with. This weekly exercise allows for a management check of all Violence Report Forms (where we record our investigations into violent and anti social incidents), self harm related paperwork, and random NOMIS case notes. The weekly de brief provides a weekly commitment to ensuring excellence in Safer Custody • Annual Violence Reduction Survey – results will be made into actions which will be added to our Safer Custody Action Plan • Monthly Holloway Women's Council and Quarterly Residential Units staff/prisoner forms – where prisoner feedback on safety will be sought • Monthly Safer Custody Management Committee – with effective analysis of data reports, and a commitment to team work in ensuring excellent standards • Weekly Complex Prisoner Form – chaired by the Head of Residence and Safety with membership from the Deputy Head of Healthcare, Psychiatrists, Mental Health team manager and the Primary care Management team. This meeting will formulate joint plans to deal with women who present with exceptional risks (whether they be mental health risks, physical health risks, poor behaviour etc), and utilise the forum to ensure the effective sharing of information and joint management of outcomes • A sensible yet challenging staff training plan. • Monthly review of Use of Force Committee review.
	1 (d) Good Quality risk assessments, risk management systems and information sharing between partner agencies result in the application of appropriate public protection and security measures, and these ensure the needs of victims are appropriately addressed.
	1 (e) Intelligence is gathered , developed and shared in a safe and timely manner **Prison compliance with the mandatory actions in the Public Protection Manual**
	1 (f) The availability of drugs and mobile phones in prisons is tackled
	1 (g) Prisoners are prevented from continuing criminality from within prisons

2. Strengthen integration of service delivery between directly funded, co-commissioned providers and wider partners	**2 (a) Evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximise outcomes for offenders.** Holloway will maximize investment of all partners and providers delivering services for offenders at HMP Holloway and maximize 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 deliver: • 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 A wide range of agency partners deliver services for women at Holloway. This is coordinated through a comprehensive Reducing Reoffending Strategy – to be reviewed for 2014/15. Individual pathways have strategic and coordinating leads drawn together through a well attended Reducing Reoffending Committee. Further Progress will be monitored against the plan at monthly SMT meetings and pathway meetings. Further assurance and be monitoring will be gained at a regional level with the DDC and SLA performance manager. All agencies working in Holloway are subject to a Service Level Agreement and are asked to provide outcome monitoring to ensure that they are delivering the services that are relevant to our population.

Agency	Details	Monitoring
Alcoholics Anonymous	Weekly drop in sessions held in Resettlement	SLA via Phoenix Futures
Birth Companions	Support for women pre, during and post pregnancy	SLA
Care Confidential	Pregnancy/ Child Loss support Programme. This support can be offered in a group or on a one-to-one basis.	SLA
Care Confidential	Crisis Pregnancy Counselling Care Confidential trained voluntary advisors counsel women facing an unexpected pregnancy and uncertain of what to choose.	SLA
Clean Break	Cleanbreak is an established theatre company providing support, education and training in the Arts. Drop in Resettlement every fortnight	SLA/ monthly monitoring
Dress for Success	Providing a dressing service for women who have interviews set up. As and when required	As and when required
Halifax Bank Accounts	We are able to open 10 basic bank accounts per month. Resettlement by appointment	SLA
Hibiscus	Provides support, advice and information for Foreign National prisoners. Based in Resettlement 2.5days per week	Annual contract/monthly monitoring
Holy Trinity Brompton	The Alpha Course, Caring for Ex-Offenders through the gate work Resettling Prisoners	SLA

		Job Centre plus	Benefits advice, based in Resettlement 2 workers 5 days per week.	National SLA	
		Kings Cross RC Sisters	A ministry to Sex Workers in the Kings Cross area, from their Faith House centre. They work with the women, both outside and as Chaplaincy volunteers inside.	SLA	
		London City Mission	Provides small group work, pastoral support	SLA	
		Mind in Camden (MiC)	Prisons, who hear voices, see visions or have other unusual sensory perceptions (Hearing Voices Groups).	CNWL contract	
		Mothers Union	Monthly afternoon service for the women.	SLA	
		Narcotics Anonymous	weekly drop in sessions held in Resettlement	SLA via Phoenix Futures	
		National Careers Service	Advice and guidance around education and training on release.	A4E Contract/OLASS	
		New Horizon	Provides housing advice and referrals, advocacy, resettlement, health advice, IT training drug and alcohol advice for sex workers.	SLA/ monthly monitoring	
		Open Doors - Hackney	Offers a Comprehensive Resettlement Service. Practice is predominantly based around personal safety and harm minimisation. Support for sex workers based in Hackney.	SLA/Monthly monitoring	
		Parents in Prison	Help maintaining contract with children either by making cards or by reading a story and recording it on a CD.	SLA/Monthly monitoring	
		Pecan	Through the gate 1:1 mentoring project for women leaving custody. Working within the 9 Resettlement Pathways. For women aged 15 -22. based in Resettlement Weekly	SLA/Monthly monitoring	

		Penrose	PENROSE: For women from Lewisham offer initial assessments, access to mentors. In Resettlement as & when required	SLA/Monthly monitoring	
		Phoenix Futures	Phoenix Futures provides a family support worker for substance misusers.		
		Phoenix Futures	Provide key workers they conduct both initial assessments and comprehensive assessments and provide a referral route to outside agencies & Drug Intervention Programme (DIP) teams. Workers can also provide basic information about drugs and their effects and ways to reduce harm; they may offer some structured one-to-one support and group work to prisoners who want to give up or cut down on their misusing. They can also a refer prisoner to a drug treatment rehabilitation programme. You can access these services via a general application. They also run a number of courses within the prison further details available from Drug Strategy		
		Prison Fellowship	Angel Tree Programme – providing Christmas presents to children, as if from their mothers.	SLA	
		Safe Choices	Works with young women who maybe gang affected, Safe Choices works with young women who may have experienced sexual violence or sexual exploitation or would like more information about what sexual violence or sexual exploitation are. Courses are held 5 times a year in Resettlement	SLA/Monthly monitoring	
		Salvation Army	A ministry to Sex Workers in the Kings Cross area, from their Faith House centre. They work with the women, both outside and as Chaplaincy volunteers inside.	SLA	
		Spanish Sisters	Run groups for Spanish and Portuguese speaking prisoners.	SLA	

		St Giles Trust	Information Advice & Guidance help line based at HMP Send, Trained Prisoner peer supporter provide IAG info Phones based in Resettlement, Detox & the Library	Monthly monitoring	
		St Mungo's	Housing Information & advice service	Regional contract/monthly monitoring	
		Stonham Bass	Can provide accommodation for women on bail or for HDC purposes	National Contract	
		Sycamore Tree	Restorative justice programme to alter thinking, attitudes and behaviour particularly towards victims of crime. 2 courses per year held in the Chapel	SLA	
		The HARRP TRUST	**For women from Haringey, Enfield or Waltham Forest**. Help around all pathways	SLA/Monthly monitoring	
		The Tarbiyah Programme	Weekly Islamic course exploring the Muslim faith and challenging extremism.	SLA	
		TSP	TSP Cognitive skills intervention addresses the way offenders think and their behaviour associated with offending. Involves offenders developing skills in setting goals and making plans to achieve these without offending. Held in Resettlement 36 completions 2013/14	National contract	
		WISH	They provide an in reach service for women with mental health problems. They will escort people when leaving prison They advocate for women if they need that.	CNWL contract	
		Women Ahead	Support for victims of Domestic Violence	SLA/Monthly monitoring	

		Women in Prison	They have a few different projects especially designed to support women, particularly with Domestic & Sexual Violence, Mental Health, and Housing issues. This work is done through one to one advice sessions, longer term support work including Through the Gate	SLA/Monthly monitoring	
		Working Chance	Run job clubs in the prison providing help with identifying work goals, CV writing, disclosure training and interview skills. They also work with a number of employers with whom they can place prisoners on release for either paid of voluntary work placements	SLA/Monthly monitoring	
		Working Links	We provide our customers with their own **case manager,** employability support such as CV writing, job searches; access to work experience opportunities; confidence, motivation and personal skills; disclosure advice; money management advise; work tasters and live job vacancies; and support once they are in work.	National contract/Monthly monitoring	
	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. Department of Work & Pensions (DWP) staff, of which there are two full time employees based within the Resettlement department, have access to both Quantum and DWP external internet through a broadband connection. Staff have access to listings of all new Receptions and access is through the establishment unlock list and attendance at the Resettlement department. Service and provision is monitored monthly through the DWP SLA managed by JobCentre+ area manager. Our DWP staff has received training in access and use of the virtual campus classroom within the Resettlement department. This has prepared the way for prisoners where appropriate to have access to IT as part of the requirement under the new Universal Credit system.				

	2 (c) 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: • **Are informed by an up to date HNA taking account of reconfiguration of the custodial estate including the creation of Resettlement prisons** • **Support sustainable recovery from addiction to drugs and alcohol and improved mental health dual diagnosis** • **Promote continuity of care from the 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 and the diversion of prescribed medication** HMP Holloway is working closely with providers of healthcare and substance misuse services through our local Healthcare Delivery Board which meets monthly and representation of healthcare on the establishments SMT through the Contracted Services Manager. 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. The relationship between HMP Holloway and NHS England Commissioners is positive built on excellent partnership arrangements. We are in the process of seeking an updated Health Needs Assessment to compliment Substance Misuse Needs assessment. Substance misuse (psycho-social) services are delivered Phoenix Futures, who were successful with their tender bid late last year. The service is proving to be of a high standard, recently complimented by HMIP. Our shared priorities from April 2014 include the Continuity of care from community to custody back to community in line with the Patel Report recommendations. Women are signposted and assisted in registering with a GP. Those requiring DIP or CMHT interventions are linked up ahead of release. Plans are to extend this to dental and other health related services in line with HMCIP recommendations. 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. Prisoners have access to comprehensive health services including drug and alcohol treatment programmes, mental health services including a clinical admission unit for assessment and diversion to secure hospital. Contributing further to a weekly Complex Needs forum. Healthcare and Substance Misuse teams are active members of the Health Promotion Committee. Supply Reduction Committee brings together Healthcare and Substance Misuse services together with Security and Safer Custody teams.

	2 (d) Work together with local authorities to ensure that the 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 Adults in the criminal justice system may have care and support needs. The main groups affected are older offenders and offenders with physical or learning difficulties or disabilities, but any individual may have or develop a need for care and support. Holloway has a commitment to developing joint work with the local authority and healthcare partners having already established a close working relationship with Islington Safeguarding Adults team, who assess needs for care and support, and provide social services according to need. We will continue to work with Islington to ensure that Adults at risk are appropriately identified, supported and protected in line with our Safeguarding responsibilities, whilst awaiting the publication of new Social Care Bill and in doing so, enable continuity of care.
	2 (e) Work with local authorities to promote inclusion of, and maximise benefits to, offenders' families Holloway recognises that supportive and pro-social family/marital/partnerships are one of the key factors linked to desistance, and work in this area is being developed. Holloway is in the process of writing a *Families and Children Strategy* to coordinate the multifarious opportunities to engage offender families. This will include increasing family provision such as targeted visits (i.e. homework clubs), a policy for use and access of ROTL for family resettlement, provision of parenting classes and support, and promotion of healthy relationships. Work stream led by Deputy Governor. Under Benchmarking to secure funding and develop the role of Family Engagement Workers – the role will include active engagement with local authorities. Currently, a Family Support Worker is available to provide support prisoners' families. HMP Holloway strives to facilitate the maintenance of contact through Children's day visits, Family visits and service such as Parents in Prison and Children's Letters. Public Protection provides Social Services links, so prisoners who are considered a risk to children can also have some access to maintaining contact with family. HMP Holloway works with statutory bodies to enable Court-approved visits where appropriate to facilitate prisoner contact with their children.
	2 (f) Continue to improve access to a pathway of new and existing services for offenders with severe personality disorders. Services are primarily targeted at men who present a high risk of serious harm to others and women who present a high risk of committing further violent, sexual or serious criminal damage offences. Services are co-commissioned with NHS England Specialised Commissioning to support health and justice outcomes. Work is underway to develop PD service for the women in London to include Holloway. Summit to be held in early 2014 at Holloway to develop pathways.

	2 (g) Align Services with the 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. Following the recent review of the Women's Estate, Holloway has been identified as a Resettlement prison and as such is focusing on developing the transferable training and skills which will result in future employment. This is borne out with the recent introduction of a Resettlement/ROTL unit and the development of a project with the London College of Fashion to introduce a fashion workshop delivering training and qualifications for 20 women at a time with a structured pathway into employment locally in London on ROTL and on release. Holloway has a new Hair and Beauty training salon managed by the Working Men's college to deliver training and qualifications for 24 women at a time, offering a realistic prospect of employment on release. Working Chance are well established at Holloway providing employability workshops with external employers and facilitating employment for women on ROTL. Current employers include Sainsbury's and Pret a Manger. The establishment has recently completed an Education Needs Analysis, once this has been analysed the results of which will inform future Reducing Reoffending Strategy which will include education, training and employment. A new establishment monitoring template identifies not only the location of all prisoners at any given time but their engagement with purposeful activities, including employment, training and programmes. This information informs managers of the availability and take up of the establishment regime and identifies gaps in provision and reinforces a culture of purposeful regime. Holloway has a Band 6 Business and Community Engagement manager who has regular contact with both external employers and agencies, and as such has the responsibility of agreeing SLA and managing and monitoring returns. Holloway has appropriate induction processes, of which there are two an education induction which is in three parts and includes an assessment of abilities and needs and the establishment induction which informs prisoners of the rules and regulations of the establishment. OLASS funding overseen by the Governor supported by HoLS for the GL Women's Estate. Recently this has seen the reallocation of resources within GL. Holloway is looking to develop Prison Radio in 2014/15.

	2 (h) Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment. The establishment holds an annual fair for local and national employers which are supported by all of our agencies particularly Working Chance. Working Chance are well established at Holloway providing employability workshops with external employers and facilitating employment for women on ROTL. Current employers include Sainsbury's and Pret a Manger. Coordinated by the Business and Community Engagement manager. Increase in ROTL opportunities in conjunction with a dedicated Resettlement Unit.
3. Deliver an efficient, quality service	**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.** We continue to evaluate our population to identify what programmes best fit with the needs of our prisoners sequencing and delivers on our desistence agenda. We will continue to review the strategies we employ, and the services and interventions we deliver in order to ensure the approaches we use are effective for those who receive them, and that the factors being targeted for change are related to desistance, reduced reoffending and public protection, or a reduction in harmful institutional behaviour. It will draw on local data and evidence, including that provided within NOMS Evidence and Segmentation guidance when completing these reviews and have in place a strategy for developing its use of evidence to inform practice to maximise outcomes. The University of Portsmouth are currently working in partnership with Holloway undertaking research into desistence for women offenders with a sample of women at Holloway. We will respond to the findings of this research. We plan to deliver 36 TSP completions in 2014/15. Agencies delivering services to women at Holloway provide outcome data to ensure the relevance to our population.

	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. All agencies that approach Holloway with the intention of offering a service are assessed against a formula that measures the potential outcomes against • Cost • Pathways • Age grouping • Areas: 33 Boroughs • PAN London • Numbers involved • Evidence (what works) • Recommendations • Other establishments (female specific) • Resource, cost to establishment The quality of service delivery are scrutinised via monthly monitoring returns being produced for analysis and assessment at the bi-monthly Reducing Reoffending Committee chaired by the Governing Governor. An agreed SLA is in place with all of our supporting agencies who complete monthly returns collated by the Business and Community Engagement Manager. The information is critically assessed against the agreed SLA interrogated by senior managers and assessed annually through the establishment needs analysis. It is also checked and verified by collating and integrity testing by the Business and Community Engagement Manager, against establishment returns attendance details and subject to a further assessment by the Band 5 Activities Hub manager and finally by the Head of Reducing Reoffending. This ensures that there are no omissions or bias. Regular quarterly meeting with locally agreed contracts such as HIBISCUS which has an agreed service delivery target and St Mungo's which is measured monthly against the housing and accommodation KPT which is presented at the Reducing Reoffending bi-monthly Committee.
4. Ensure delivery is matched to population, purpose and NOMS outcomes	**4 (a) Use segmentation and local data sources to target resources for rehabilitation services, case management and risk management where they will deliver the greatest outcomes for investment.** Changes in population are captured by regular snap shot data looking at the make up of the Holloway population. The Women's Estate Review and designation as a Resettlement prison mean that Holloway will retain a greater number of convicted/sentenced women – in all cases where the sentence is 12 months or less, and London women 6 months from release will return to Holloway ahead of their local release. In addition it is anticipated that the closure of open prisons for women and the re-role of HMP Downview

	will further increase the number of women suitable for open conditions and who are both suitable and eligible for ROTL at Holloway. The appointment of a Business and Community Engagement Manager and the opening of a dedicated Resettlement Unit are the first responses to this change in population. ROTL policy and procedures are being developed currently. These changes in population will place additional demand on Offender Management. The local contract with Probation is being altered to ensure that this work is met in the short term. The Probation Service supervises all High risk and IOM cases with a case load made up with medium risk of harm cases. Medium and low risk of harm cases supervised by Offender Supervisors.
5. Ensure that delivery of services is responsive to individual needs and characteristics to maximise outcomes	**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.** We assess prisoners' needs on reception regarding to health, education, learning difficulties etc. However, given the high rate of females requiring detox on entering custody, this primary need will be addressed before other assessments are undertaken. HMP Holloway provide a peer led induction process with officer support and will be used to identify prisoners with immediate needs, e.g. • Offenders with mental / physical health and learning difficulties; • Offenders who pose a risk to others using the Cell Share Risk Assessment; • Offenders at risk from suicide or self harm; • Foreign national prisoners who require telephone translation services via the national contract; • Offenders requiring segregation for their own protection; • Offenders requiring a Personal Evacuation Escape Plan due to a disability. Information will then be shared as per national policy so that risk can be managed by staff and managers and so that suitable support can be given to offenders. During the Induction process all offenders will be given a full explanation of the Discriminatory Incident Reporting Form (DIRF) process and the Equality policy alongside information regarding resettlement services and activities that they can engage in at HMP Holloway. Individual educational needs analysis will be carried out for all offenders in the first few days after they arrive in the prison and this will inform the type and level of educational activities that they engage in and provide a method of planning the support for prisoners with learning disabilities. The Head of Safer Custody and Equality will take lead responsibility for ensuring that the Equalities policy is properly embedded in all

	aspects of prison life, and that a multi-disciplinary review of the policy takes place each year and a timetable of Impact Assessments approved by the Governor takes place as agreed. Equality Impact Assessments will be carried out by identified SMT members to ensure that all services, interventions and activities available in the prison are equally accessible to prisoners as per the nine Protected Characteristics listed in the 2010 Equality Act.
	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 services. The impact assessments will review how services and risk management activity will be sequenced and adapted in order to meet individual needs and to maximise the benefit of those services to offenders. The IAs will also examine regime design, communication styles, how any reasonable adjustments will be implemented and how individual needs and characteristics are effectively identified, assessed, and monitored to see whether any improvements can be made. The bi-monthly Equality Action Team (EAT) Meeting chaired by the Governor and attended by staff and prisoner representatives from across the prison. The standing agenda will include trends and required actions identified by the SMART monitoring; DIRFs submitted in the previous period, progress with the Equalities Action Plan and progress with co-ordinating special events such as Black History Month and Ramadam. The Head of Safer Custody and Equality will work with the Equality Officer to ensure that DIRFs available on all wings and so that offenders are aware of this method of reporting any staff on prisoner or prisoner on prisoner incident. The Equalities Officer will investigate each DIRF submitted and speak to all parties involved and then they will make recommendations about any actions that need to be taken and these recommendations are then submitted to the Governor who then makes a final decision on any actions required. The Equalities Officer will co-ordinate support / advice / consultation groups (e.g. with foreign nationals and older prisoners) and they will work with the Head of Safer Custody and Equality to be the main contact for UKBA to facilitate contact between UKBA staff and prisoners. Equality will remain a standing agenda item at the bi-monthly Prisoner Consultative Committee chaired by a Governor and the Head of Safer Custody and Equality will present a report to SMT about his remit including a detailed analysis of the monitoring of relevant individual needs and characteristics.

6. Deliver priority national or specialist services	**6(a) continues 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.** In relation to NOMS' approach to the identification, assessment and management of extremist offenders, HMP Holloway 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. HMP Holloway 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 **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.** HMP Holloway will develop and implement a plan by during the first year for the creation of a supportive environment which will enable delivery of victim-offender conferencing (RJ). The plan will focus on developing; • 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; • 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
	6 (c) Ensure the efficient use of prison places through the development and implementation of local bail strategies and use of HDC for appropriate offenders , including making full use of Bail accommodation and Support Service. HDC facilitated for a wide range of women including, where appropriate, through referrals to Stonham Bass. In addition: • St Mungo's – Housing Information and Advice Service - including maintaining tenancy agreements as well as support for securing settled accommodation

	• Stonham – provide services enabling prisoners manage their accommodation needs in preparation for release • Prisoners have access to two full time Housing advisors every day of the week We will monitor BASS referral and placement trends and investigate as appropriate.
	6 (d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners. Holloway has a Business and Community Engagement Manager who has regular contact with both external employers and agencies to develop employment opportunities on ROTL and on release. • A new state of the art Hair and Beauty training salon has recently been opened and a contract to deliver training through the Working Men's college has now being agreed, the salon will provide 24 training spaces at a time. • Recruitment of a Band 4 Specialist Production Instructor (SPI) in Waste Management to deliver training and employment in Waste Management, contact with a local waste management company has been made and there are real possibilities in gaining employment for our prisoners. • We have an agreement with St Giles Trust to deliver NVQ Level 3 in Advice and Guidance to all of the establishment peer support workers this new project comes with funding for three years. The successful candidates will link into both Working Chance and KIER building company for onward employment and training all supported by an effective ROTL policy. • Working Links are developing the delivery for CSSC Building Health & Safety Certificate qualifications for those prisoners who have successfully completed the Multi Skills course. Upon achieving a successful assessment candidates will be provided with the opportunity of receiving ROTL in an area of employment that we have identified locally through Rail Track. • Holloway has recently set up a partnership project with the London College of Fashion to develop a textile workshop delivering commercial contracts alongside qualifications and providing a direct route to employment in the local community – on ROTL and on release.

	6 (e) Support the Delivery of efficiencies across the criminal justice system by increasing the use of prison video links. Plans to increase the Prison Court Video Link Usage for 2014: • Identify and communicate to partner agencies and NOMS, single point of contacts (SPOC) for VC • Develop functional mail box for video bookings • Update internet home page to include video booking arrangements and confirm facilities • Ensure super users or trouble shooters are in place and dock officer training needs are addressed • Use local statistics to support investment and assess utilisation rates • Develop local guidance on freeing up slots, employ a mechanism to check booked VC is still required and keep up to date records, develop a reserve list for time slots • Confirm if current VC meets emerging needs and if not develop local investment plans for better or more equipment

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	Services directly delivered by Prison Staff are as follows; Personal Officer Scheme, OASys (Offender Management), Offender Supervisors, The Holloway Passport, Bail & Legal Services and the Induction process.	Locally
Prisoners are made aware of their responsibilities in engaging with and accessing services	All prisoners also have access to resettlement opportunities relevant to their needs; this includes debt, job and housing advice. Family/parental support services and education.	Locally
Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement	The establishment has a comprehensive Violence Reduction Policy, and the IEP scheme has a zero tolerance to anti social attitudes, thinking and behaviours.	Locally
Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	All prisoners also have access to resettlement opportunities relevant to their needs; this includes debt, job and housing advice. Family/parental support services and education.	Locally
Prisoners can access services that enable them to manage housing needs created as a result of their custody.	St Mungo's are contracted until April 2015; the contract has just recently been renewed. They provide the following; • Help people in prison sustain tenancies, or people who have just been released to find accommodation.	Regional contract co-commissioned
Prisoners can access services that enable them to seek settled and suitable housing for release.	St Mungo's are contracted until April 2015; the contract has just recently been renewed. They provide the following; • Help people in prison sustain tenancies, or people who have just been released to find accommodation. Stonham Bass – This organisation can provide accommodation for women on bail or for HDC purposes.	Regional contract co-commissioned National contract commissioned

Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	• Prisoners are provided with a weekly debt surgery • Prisoners are provided with access to the following existing community based debt management services: o Islington People's Rights – This organisation offers independent advice, they will act on behalf of prisoners on all aspects of welfare benefits and money advice including rent or mortgage arrears and debt o Job Centre Plus- Provides help and assistance in claiming benefits prior to release • Setting up Halifax Bank Accounts: Prisoners can apply to open a basic bank account if they have more than 6 weeks left to serve in prison • Finally, prisoners can attend Resettlement in order for them to facilitate phone calls to bank.	Local commissioning arrangements/agreements Locally Commissioned Locally Co-Commissioned provider Banking partnership with Halifax
Prisoners can access available services which enable them to address their family welfare and family support needs.	Maintaining contact with family (Children's day visits, Family visits, Parents in Prison), Children's Letters are issued. Public Protection provides Social Services links, so prisoners who are considered a risk to children can also have some access to maintaining contact with family.	Locally commissioned service
Prisoners have equivalence of access to health services in custody as in the community.	• On reception, prisoners current health needs assessment is reviewed, prisoners are subsequently signposted and supported in tackling any additionally identified needs • Prisoners are provided the contact details for existing community health related services • 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, Chiropodist. Other services delivered are maternity, older people, woman sexual health, psychiatry, smoking cessation and learning disabilities.	National Co-commissioned NHS England Local Authority Director Public Health Co-commissioned Locally Co-commissioned
Prisoners can access treatment, services, advice and support around drug and alcohol needs.	• (CNWL) Central and North West London NHS Foundation - On reception, all prisoners have an individual health assessment. Essential immediate clinical needs are met. Stabilisation, detoxification and observation are undertaken as appropriate. • (CNWL) Central and North West London NHS Foundation - Ongoing clinical and psychosocial support is provided based upon the needs of the prisoner. • Support workers for substance mis-users (Phoenix Future) • Support groups for prisoners who have substance misuse issues and drug and/or alcohol advice (Alcoholic Anonymous, Narcotics Anonymous, New Horizon and Phoenix Futures)	National Co-commissioned NHS England Local Authority Director Public Health Co-commissioned Co-commissioned as appropriate Local Commissioned / Co-commissioned
Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.	• HMP Holloway recognises that disclosing information relating to being a victim of domestic violence, rape or abuse can be extremely difficult and traumatic for prisoners. All staff have been trained to respond sensitively when prisoners disclose information and have been made aware of how to refer prisoners to appropriate services • Prisoners are provided the contact details and enabled to engage with existing appropriate community based services that support victims of domestic violence, rape or abuse. o The organisations used are; Women In Prison, Women Ahead and The Thyme Project.	Local Authority Co-commissioned

Prisoners who have been sex workers can access services that offer them advice and support.	• HMP Holloway recognises that disclosing information relating to being a sex worker can be extremely difficult and traumatic for prisoners. All staff have been trained to respond sensitively when prisoners disclose information and have been made aware of how to refer prisoners to appropriate services. There is a 'Sex Workers In Prison' course for staff to raise awareness of this form of offending behaviour. • Prisoners are provided with the contact details and enabled to engage with existing appropriate community based services that support sex workers. The organisations used are: o New Horizons – Provides housing advice, advocacy, resettlement, health advice, IT, training, drugs and alcohol advice. o Sex Workers In Prison course for staff to raise awareness of this form of offending behaviour	Local Authority Co-commissioned

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** • 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** • 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** • 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	**591**	Thinking Skills Programme (TSP) Pecan – Mentoring Scheme for Under 25s Phoenix Futures Borough specific interventions Sycamore Tree – The Sycamore Tree aims to raise victim awareness among offenders. Offenders on the programme explore the effects of crime on victims.	
Sexual Offenders		Probation and Greater London Psychological Services (GLPS) provide a 1-2-1 service called WSO Programme (Women who sexually offend) Thinking Skills Programme (TSP)	

Violent offenders		Thinking Skills Programme (TSP) Safe Choices – Works with young women who may be gang-affected, who may be involved in violent offending or may have experienced sexual violence or sexual exploitation. NIA Project – Provides assistance to women affected by Domestic Violence The Healthy Identity Intervention (HII) – This is a service provided by Probation and Greater London Psychological Services and it targets people who are convicted of acts of Terrorism or Extremism	
Indeterminate Sentenced Prisoners (ISPs)		Thinking Skills Programme (TSP) Offender Managers Sycamore Tree – The Sycamore Tree aims to raise victim awareness among offenders. Offenders on the programme explore the effects of crime on victims. Greater London Psychological services (GLPS)	
Low likelihood of any reconviction OGRS 0-24%		Phoenix Futures Pecan – Mentoring Scheme for Under 25's	
Medium likelihood of any reconviction OGRS 25-49%		Phoenix Futures Pecan – Mentoring Scheme for Under 25's	
High likelihood of any reconviction OGRS 50- 74%		Thinking Skills Programme (TSP) Greater London Psychological services (GLPS)	
Very high likelihood of any reconviction OGRS 75-89%		Thinking Skills Programme (TSP) Greater London Psychological services (GLPS)	
Extremely high likelihood of any reconviction (prolific) OGRS 90-100%		Thinking Skills Programme (TSP) Greater London Psychological services (GLPS) intervention work provided on a referral basis	

Table 5: Accredited Programmes provided in the establishment		
Does this establishment deliver NOMS Commissioned accredited programmes?		Yes
Name of accredited programme	**Number of agreed starts** (expected for 2014-15)	**Number of agreed completions** (planned total for 2014-15)
Living Skills Programmes		
Thinking Skills Programme **(TSP)**	40	36
Grand Total	**40**	**36**

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)**
	Working together with some Pathway agency providers to implement a post-release hub where Through the Gate services are available and brief immediate interventions.	Yes
2g	Commercial textiles workshop in partnership with the London College of Fashion.	Yes
2g	Development of Hair and Beauty training salon.	Yes
6b	Restorative Justice provision.	Yes
2f	For a business case and plan to be developed by HMPS staff and the Healthcare provider, in relation to the development of services for PD offenders at Holloway, in line with the national women's PD pathway. The business case should provide evidence of need and how offenders will be identified, how existing and new services will be utilised and developed and how services, including any interventions, will be evaluated for effectiveness. The business case should also include information relating to potential resource requirements and costs and funding streams.	Yes
2h	Resettlement unit and increase use of ROTL for employment in the community.	Yes

Table 7a: Mandatory Service specifications applicable under this Local Annex			
The following specifications are mandatory for all establishments. For the full list of NOMS Service Specifications, please refer to the Ministry of Justice website: http://www.justice.gov.uk/about/noms/noms-directory-of-services-and-specifications.htm			
	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	

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	

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

Table 7b: Service specifications applicable under this Local Annex			
For the following specifications, indicate which are applicable to the establishment by confirming Yes or No			
37	Specialist Units (HSE)	No	Existing service specification which remains in force
38	Bail Services	Yes	Go live April/May 2014
39	Deliver Accredited Programmes	Yes	Go live April/May 2014
40	Mother & Baby Unit	No	Existing service specification which remains in force
41	Deliver Victim Offender Conferencing (Restorative Justice)	No	Go live April/May 2014

Table 7c: Service Options, above the national minimum		
(which are commissioned under this SLA)		
Service specification	**Output(s) commissioned**	**Service Option Commissioned [YES / N0]**
Cell & Area Searching	A risk assessed programme of routine area searching is agreed, documented and completed correctly. **HSE only**	N/A
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	Yes
Visits - Services for Visitors	Visitors are able to purchase snacks and hot/cold drinks prior to the visits period.	Yes
Visits - Services for Visitors	Visitors are able to purchase a meal and hot/cold drinks prior to the visits period.	Yes
Visits - Services for Visitors	Private meetings can be facilitated between visitors and Partner Agencies.	Yes
Visits - Services for Visitors	There are facilities for children to play whilst waiting to visit a prisoner.	Yes
Visits - Services for Visitors	Visitors receive information through a variety of media regarding relevant support services.	Yes
Visits - Services for Visitors	A Family Support Worker is available to support families.	Yes
Faith and Pastoral Care	Prisoners have access to a Resettlement Chaplaincy Scheme.	Yes
Mandatory Drug Testing	Prisoners found guilty of misuse of Class B and/or Class C drugs or who frequently refuse to comply with MDT testing may be subject to a Frequent Testing Programme.	Yes
Mandatory Drug Testing	Prisoners may be subject to Reception testing.	Yes
Prisoner Employment, Training & Skills	Prisoners have the opportunity to gain industry recognised and accredited qualifications through employment, training and skills according to risk and need.	Yes
Prisoner Employment, Training & Skills	Qualifications gained are aligned with market needs and within the Qualifications and Credit Framework	Yes
Deliver Accredited Programmes	Competent staff are contributed to the national training provision as agreed by the commissioner.	Yes

Table 7d: Agreed delivery hours for specified services			
Service Specification	**Output**	**Agreed hours**	**Rationale (where hours are agreed above the minimum set within specifications)**
Residential Services	Daily time in open air [minimum 30 minutes] (row 21 of the specification)	0.5 hours daily	Min 0.5 hours daily in line with minimum spec. 1hr at weekends.
Physical Education	Minimum number of PE Hours [per week] (row 1 of the specification) (as calculated using the SBC published spreadsheet product)	2.5 hours weekly	

8. Activity Places (Work and Prison Services)

Table 8A: Agreed Activity Allocations Places										
INDUSTRIES (ONE3ONE)	**HOLLOWAY**									
INDUSTRY SERVICE CODE	**WORKSHOP NAME**	**Maximum number of prisoner places per activity (planned per week total for 2014-15)**	**TOTAL STAFF NUMBERS**	**CORE HOURS PER WEEK**	Annual Internal **Soft** Charged Sales Predictions	Annual Internal **Hard** Charged Sales Predictions	Annual **External** Sales Predictions	Annual Internal **Soft** Charged Materials Predictions	Annual Internal **Hard** Charged Materials Predictions	Annual **External** Materials Predictions
Industries - Land Based Activities	Gardens & Recycling	15	2	27.50	£0	£0	£0	£0	£0	£0
Total		**15**	**2**		**£0**	**£0**	**£0**	**£0**	**£0**	**£0**

Table 8b: Services (not industries)

Table 8b CU095b (Hours Worked in Services) – this should contain services that are measured under this specific metric			
Activity Service Code	**Service Description**	**Maximum number of prisoner places per activity (planned per week total for 2014-15)**	**CORE HOURS PER WEEK**
HU1 Wing Activities			
HU2 Wing Activities			
HU3 Wing Activities			
HU4 Wing Activities			
HU5 Wing Activities			
HU6 Wing Activities			
Kitchen			
Orderly Cleaners			
Recycling Activity			
Weekend Activity			
Works Department			
Wing Cleaning			
Other Occupations			
Sub total			

Table 8c- other permanent activity places

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

Table 8c: Other Activities			
This should contain activities that are not in scope of either CU095a (Hours Worked in Industry) or CU095b (Hours Worked in Services) metrics.			
Activity Service Code	**Activity Description**	**Maximum number of FTE prisoner places per activity (planned per week total for 2014-15)**	**CORE HOURS PER WEEK**
Basic Key Skills up to level 2		158	22.50
Core Education Classes		588	22.50
Education Induction Assessment		60	22.50
Education leading to accreditation		746	22.50
PE Leading to QCA Qualifications		Not provided yet	-
Skills training leading to Accreditation		414	22.50
ROTL		13	30.00
Prison Induction Courses/Interviews		38	25.00
Other			
Sub total			
Table 8 Total			

Section 3: Regime Outline

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

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

Out of cell session time summary by day

Day	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
Mon	3h 17m	2h 05m	1h 03m	0h 48m	0h 55m	8h 10m
Tue	3h 17m	2h 05m	1h 03m	0h 48m	0h 55m	8h 10m
Wed	3h 17m	0h 41m	1h 02m	0h 48m	0h 55m	6h 45m
Thu	3h 17m	2h 05m	1h 03m	0h 48m	0h 55m	8h 10m
Fri	1h 33m	3h 40m	0h 48m	0h 44m	0h 32m	7h 19m
Sat	0h 00m	5h 42m	0h 42m	0h 38m	0h 00m	7h 03m
Sun	0h 00m	5h 42m	0h 42m	0h 38m	0h 00m	7h 03m

5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	2h 56m	2h 07m	1h 00m	0h 47m	0h 50m	7h 43m

7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	2h 06m	3h 08m	0h 55m	0h 45m	0h 36m	7h 31m

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																		100.00 %
		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 %	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	0.00	0.00	0.00	0.00	
CU006	CAT A Escapes		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CU007	Escapes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CU016	Mandatory Drug Testing (MDT)	4.40 %	4.40 %	4.40 %	4.40 %	4.40 %	4.40 %	4.40 %	4.40 %	4.40 %	4.40 %	4.40 %	4.40 %	4.40 %	4.40 %	4.40 %	4.40 %	4.40 %	
CU031	Control & Restraint (C&R) Training																		
		80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	80.00 %	
CU060	Tornado Commitment																		17.00
CU074	MQPL BME Score																		
		16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50

CU056a	Security Audit - Audit & Corporate Assurance (A&CA)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.56
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU057a	Self Harm Audit (A&CA)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.40
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU067	HMIP Resettlement	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.95
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU075	HMIP Respect	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.79
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU077	HMIP Safety	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.92
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU078	HMIP Purposeful Activity	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	2.00	2.58
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU076	MQPL Safety	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.86
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU079	MQPL Decency	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.83
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU088	Violence Management																		

Offender Management

		Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Total	Q1	Q2	Q3	Q4	National
CU002	Release on Temporary Licence (ROTL)																		100.00 %
		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 %	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 F 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
CU021	Offending Behaviour Programme (OBP) Completions												36.00	36.00				36.00	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	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	85.00 %	
CU014	Training / Education on Discharge	8.50 %	8.50 %	8.50 %	8.50 %	8.50 %	8.50 %	8.50 %	8.50 %	8.50 %	8.50 %	8.50 %	8.50 %	8.50 %	8.50 %	8.50 %	8.50 %	8.50 %	
CU015	Employment on Discharge	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	8.00 %	
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																		94.44 %

	Response Times	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	95.00 %	
CU063	Water Consumption																		
CU094	Energy Efficiency (CO2e)																		
CU081	Prison Cost Analysis (PCA)	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3