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

COLDINGLEY

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 Coldingley**
Establishment type	**Trainer resettlement**
Specialist function	
Security Category / Categories:	**Category C or lower**
Annual Operating Price	**11,082,370**

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	493
Operational Capacity	513

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

Table 2b: Population Allocation Specification	
Gender:	Male prisoners only
Age:	Adults (21 and over) and starred up Young Adults (18-21) (subject to agreement with DDC)
Security Category:	Category C or lower
Sentence Status:	Sentenced prisoners
Sentence Length / Type:	No restrictions 10% resettlement
Offence Type:	Sex offences by agreement only
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 Coldingley is a Category C training prison holding male prisoners aged 21 and over. The population is mainly comprised of longer sentenced determinate prisoners. This establishment mostly holds prisoners sentenced at courts in the London and the South East regions and receives most of its prisoners from local prisons, particularly Lewes and High Down.

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	N/A	N/A	N/A	N/A	N/A	N/A	**0**
Prisoners sentenced to less than 12 months	N/A	N/A	N/A	N/A	N/A	N/A	**0**
Determinate prisoners serving 12 months or more but less than 4 years	N/A	N/A	N/A	N/A	N/A	N/A	**0**
Determinate prisoners serving more than 4 years	N/A	N/A	412	N/A	N/A	N/A	**412**
Indeterminate prisoners	N/A	N/A	N/A	N/A	N/A	N/A	**0**
Determinate and indeterminate Recallees	N/A	N/A	N/A	N/A	N/A	N/A	**0**
Non-criminals	N/A	N/A	N/A	N/A	N/A	N/A	**0**
Resettlement	N/A	N/A	51	N/A	N/A	N/A	**51**
Discretionary	N/A	N/A	50	N/A	N/A	N/A	**50**
Total	**0**	**0**	**513**	**0**	**0**	**0**	**513**
Resettlement	Yes	**Reset %**		0.1	**Reset No.**		51
Specialist Function							

SECTION 2: ESTABLISHMENT DELIVERY

Table 3: Local Response to Commissioning Intentions	
CI Title & No.	**Response to Commissioning Intention**
1. Enhance public protection and ensure a safe, decent environment and rehabilitative culture	**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 .** 'Every contact matters' is embedded at the core of HMP Coldingley's rehabilitation agenda. As a working prison, all staff recognise is their responsibility to protect the public through reducing reoffending. The SMT provides visible leadership and direction supporting a rehabilitative culture and this is cascaded through briefings and written communication. Workplaces offer transferable vocational and softer skills, providing a working environment which replicates that in society. This instils a working ethos in preparation for release and supports the 'Breaking the cycle' Green Paper. OMU provides effective offender progression, ensuring that information is appropriately shared via MAPPA and VISOR through the Risk Management committee which meets monthly. We utilise ROTL to: • Provide workplace opportunities • Maintain family ties and • Provide educational qualifications We are preparing for the implementation of TRP changes, particularly maintaining the engagement of staff in rehabilitative work and their commitment to supporting desistance. We will work effectively in partnership with new providers, to ensure that progress made through services is identified and maintained, and that prisoners maximise the benefit of services by practicing new skills and applying new knowledge to ensure a rehabilitative culture is maintained and that the range of desistance factors are addressed. We will continue to maintain and develop objectives and will measure their success / areas for improvement using the following:

	• MQPL Indicators • Reportable Incidents • Adjudications • Use of force statistics • SQPL Indicators • IMB reports • HMCIP • MDT data • Violence management data
	1(b) All who work with offenders consistently demonstrate behaviours and attitudes which support rehabilitation and desistance. All staff who work at HMP Coldingley are expected to model the skills and attitudes that promote desistance. A number of multi-disciplinary staff are trained in pro-social modelling and this training is incorporated into the annual training plan. We are currently awaiting the feedback from the most recent MQPL/SQL and this will provide the foundations for highlighting our strengths and weaknesses in relation to staff prisoner perspectives. From this an action plan will be formulated. Positive staff achievements / interactions are promoted through the introduction of 'employee of the month' which is announced at full staff meetings and displayed on entry into the establishment. This encourages a positive staff culture. The Every Contact Matters agenda has recently been promoted within the establishment so that 'all staff' (not just discipline officers) are aware of the role they play in providing guidance and direction whilst prisoners are within their care. We are preparing for the implementation of TRP changes particularly maintaining the engagement of staff in rehabilitative work and their commitment to supporting desistance. We will work effectively in partnership with new providers to ensure a rehabilitative culture is maintained and that the range of desistance factors are addressed We will use the following indicators to measure the level of achievement:- • MQPL • SQL • IMB reports • HMCIP • Decline in reportable incidents • Decline in use of force statistics • MDT • ACCT • Drop in adjudications

	1(c) efforts are made to ensure offenders experience the environment as safe We have an effective Safer Custody strategy, which supports the NOMS policy on zero tolerance. This is driven by the Head of Equality & Safer Custody and comprised of a multi disciplinary team, incorporating outside agencies, The aim of which is to ensure that Coldingley achieves the NOMS desired outcome of:- • A reduction in distress and improved quality of life for all who live and work in prisons • A reduction in the number of incidents of self-inflicted death and self-harm Ensuring: • Vulnerable individuals are provided with positive care and support that gives them coping mechanisms other than self-harm. • Staff are equipped to carry out this difficult work and provided with support as required. We will do this by: • Supporting and facilitating the Listeners scheme at Coldingley working alongside the Samaritans and provide post incident support to those prisoners affected by incidents of suicide, self harm. • Ensuring that procedures are in place to identify and manage those at risk ensuring that the Acct Plan is used and managed effectively. • Supporting staff in recognising triggers for those at risk of self-harm, and work with them and supporting them following incidents of self harm and suicide. • Making effective use of peer supporters. • All acts of violence are thoroughly investigated, and where necessary reported to the police. Trends are discussed at monthly safer custody meeting and actions are followed through. • Ensuring that the IEP policy is used appropriately and affectively as a means of promoting positive behaviour and challenging bad behaviour Our most recent Safer Custody audit returned a green rating which demonstrates our full compliance and commitment as an establishment to ensure offenders experience a safe and secure environment. We are still awaiting the outcome of our most recent MQPL. Following the implementation of fair and sustainable we have ensured that all Band 4 & 5 staff have had the opportunity to attend workshops to provide them with the knowledge, and confidence to support staff in the use of authority to ensure confidence and consistency. Assurance indicators will include the following:- • Data quality on the violence management hub • Safer Custody Audit Reports • MQPL indicators • Reportable Incidents • Adjudications, and follow up activity • Use of Force statistics

	• Rule 45 applications • SQPL indicators • ACCT data
See Regional response for sections 1d-1g inclusive	**1(d) Good quality risk assessments, risk management systems and information-sharing between partner agencies (where relevant) result in the application of appropriate public protection and security measures, and these ensure the needs of victims are appropriately addressed.**
	1(e) Intelligence is gathered, developed and shared in a safe and timely manner.
	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.** • The monthly Resettlement and Learning and Skills meetings provide a shared forum between the establishment and service providers to ensure that there is a clear strategic vision in reducing reoffending and providing seamless opportunities for offenders throughout their sentence and on release. • Further providers will be identified (including co-commissioned, VCS and TTG providers, other government departments and statutory bodies). All these services are in the process of being commissioned out and the resulting awards to agencies will be added in at a later date when confirmation has been gained. • New and existing ways of working with partners and other providers will be agreed, shared and monitored through SLA and contract management. • Management will support and promote a rehabilitative culture and our shared strategic vision, ensuring there is a visible, shared focus • on positive change and progression by including this as a key theme within HMP Coldingley's Business Plan for 2014-15, within the SLAs with our partner agencies, within Staff SPDRs and the Personal Officer scheme. • HMP Coldingley demonstrates an understanding of the impact of this intention on outcomes for offenders who need to experience a coordinated, sequenced, and seamless offender journey. • We are committed to enabling partners to deliver on their priorities, through the use of the prisoner activity allocation. There is evidence of effective coordination of delivery of services and integration of providers locally, regionally and nationally to maximize outcomes for offenders. HMP Coldingley is committed to enabling partners to deliver on their priorities and will help with the implementation of a Sentence Plan and Sequencing system by February 2014. We will introduce a Sentence Plan database that will sequence activities and interventions for our prisoners. This will collate the Sentence Plan Objectives for each offender at HMP Coldingley but also serve as a live Needs Analysis to evidence the needs of our population. It will identify the need for Offending Behaviour Programme, Education, Employment Placements and Pathway Support for each individual, which in turn will create waiting lists. The Activities Department will use this information to allocate the prisoners to the relevant Sentence Plan objectives in the priority order identified by

	the Offender Supervisors. • We have OLASS provision in the majority of the workshops providing industry recognised qualifications and on-the-job learning. A number of offenders who have completed the Certificate in Practical Horticulture Skills have gone on to secure employment or further training on release. We have an established mentoring scheme in operation within the PICTA department offering support and employment opportunities on release. **Development Objectives:** **Year 1** HMP Coldingley is to consider: • How the SMT composition will change to incorporate new providers (noting that most will not be directly managed) • How governance arrangements and accountabilities will change • How risks arising from an increasing number and range of providers will be identified and who they will be reported to and how they will be managed • How partnership agreements will underpin relationships • How existing multi-agency forums will be utilised • How local structures and processes will accommodate additional providers, for example in the provision/sharing of security information • How providers will be integrated to prevent them operating in silos • What opportunities are presented by the new relationships to positively influence the management of offenders and to innovate • What policies, procedures and communication channels will need to change to incorporate additional providers • How a shared vision/purpose will be communicated to staff • How providers could be involved in consultation arrangements with offender and staff forums • How business planning processes will take account of multiple providers • How unions may be engaged in this process • What the implications are of the new ways of working with other providers on the way people are expected to behave and fulfil their role (including any new skills, behaviours or knowledge required) • What cultural change may be necessary, with examples of ways to work towards this change **Indicators that will be used to measure performance include:** • Number of complaints from offenders about not being able to get the right information/not getting access to services • Staff engagement survey results (and the extent to which staff working to other providers are included in this process) • Evidence of collaboration between providers • Staff able to articulate the shared vision, understanding how their role fits in the bigger picture, and feeling they have enough knowledge of the roles and responsibilities of other providers to be able to fulfil their duties effectively • MQPL (most relevant questions are under the dimensions of Relationships, Help and Assistance, Staff Professionalism, Bureaucratic Legitimacy, Organisation and Consistency and Personal Development).

	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. The Department of Work and Pensions visits the establishment weekly to ensure that all prisoners who are eligible to receive the Job seekers allowance do so, and are simultaneously signed up to the work programme. As an establishment we provide the necessary resources (broadband etc) to ensure that staff from the DWP are able to facilitate their service. Quarterly reviews take place between the Head of Reducing reoffending and the DWP in order to ensure attendance is maximised and constraints are identified and subsequently remedied.
	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 Coldingley, NOMS Co-commissioners and NHS England/Local Authorities are working together in the re-tendering substance misuse services within establishment. The goal is to have the new Substance misuse service running by April 2014 to allow Coldingley to continue to work 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. It is acknowledged that in light of the Care Bill (April 2015) consideration needs to be given to the involvement and engagement of the Local Authority in ensuring the Local Delivery Agreements are responsive to the future role of Community Rehabilitation Companies in supporting rehabilitation outcomes and continuity of care through the prison gate. It is therefore expected that the new Substance misuse provider will jointly develop and align activity to promote recovery from addiction with efforts to reduce the supply of drugs and alcohol into prison. The new substance misuse provider will also work to minimise the risk of diversion of prescribed medication through appropriately sharing of information and intelligence with the Security Department and of protocols, and be actively involved in the local Security meetings.

At a strategic level, there are partnership arrangements in place designed to provide oversight to co-commissioned and partnership delivery within the region across all prisons. It is therefore expected that together with other Health providers within Coldingley, the new substance misuse provider will be expected to participate in the partnership board arrangements.

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

HMP Coldingley has a comprehensive strategy for dealing with all groups of prisoners, including older people, those with physical and learning disabilities to ensure that they are not discriminated in the access of services and provisions whilst at Coldingley. We have strong links with NHS England to ensure that any necessary support continues 'through the gate'.

Subject to its' passage through Parliament, the Care Bill will reform the social care system in England from April 2015, it is acknowledged that at a local level, robust arrangements with the Local Authority need to be established ahead of the legislation coming into effect in May 2015.

By April 2015, HMP Coldingley must have suitably robust arrangements in place with the Local Authority to ensure that Prisoner social care needs assessment are routinely undertaken and that social care services, equivalent to those in the community, can be accessed by prisoners who are eligible for such services.

Key Delivery Milestones 2014/15 Action Plan:

2014/15	Objective	Action	Responsibility	Timeframe
Quarter 1	Develop a joint working partnership with the Local Authority	HMP Coldingley to approach the Local Authority with a view to develop a joint prison and Local Authority action plan in preparation for April 2015.	**Local Authority** **HMP Coldingley Prison Service**	**(Apr-Jun 2014)**
	Ensure that the Local Authority is actively involved in the local Partnership board meetings.	The LA sits on/has been invited to sit on the Prison Health Partnership Board/Local Delivery Board to ensure an integrated approach to health and social care.	**NHS England Commissioning** **Virgin care Health Provider**	
Quarter 2	Ensure that there is a live joint action plan between the Prison, Local Authority, Healthcare and NHS England aimed at implementing the Care Bill in April 2015.	A prison/LA action plan is in place to prepare for April 2015 and implementation has commenced.	**Local Authority** **HMP Coldingley Prison Service** **NHS England Commissioning** **Virgin care Health Provider**	**(Jul-Sep 2014)**

	Quarter 3 & 4	All key stakeholders to be actively involved in the development and implementation of the Action plan before April 2015. HMP Coldingley, NHS England, Local Authority and Healthcare must jointly ensure that suitably and robust arrangements are in place to ensure that Prisoners receive Social care services equitable to those in the Community in accordance with the Care bill by April 2015.	The Prison/LA action plan is implemented to prepare for April 2015. Implement the action plan (developed in Q1-Q3) in a manner that is compliant with the Care Bill within HMP Coldingley- i.e. • Prisoners' social care needs assessment are routinely undertaken • That social care services, equivalent to those in the community, can be accessed by prisoners who are eligible for such services	**Local Authority** **HMP Coldingley Prison Service** **NHS England Commissioning** **Virgin care Health Provider**	**(Oct 14-Mar 15)**
	2(e) Work with local authorities to promote inclusion of, and maximise benefits to, offenders' families Coldingley recognises that supportive and pro-social family /marital relationships are one of the key factors linked to desistance and work in this area is being developed. We recognise the importance of intervening positively into the lives of 'Troubled Families' and subsequently ensure that we promote services within the establishment that can support the maintenance of family ties. Coldingley attempts to offer and improve interventions and services for offenders and their families generally, seeking to enhance these where appropriate and in response to offender need over the SLA period. Domestic Visits and family days will be increased, to encourage prisoners to maintain contact with their families and also allow for greater interaction with young children in a less formal setting. Where appropriate prisoners immediate families are invited and encouraged to contribute to sentence planning objectives and parole hearings. Prisoners are also signposted via the resettlement agenda to community based services that support prisoners families and a member of the SMT is appointed as Pathway lead for 'children and families'.				
	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. Not applicable				

	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. HMP Coldingley actively promotes the rehabilitation revolution and the government's initiative to break the cycle of re-offending through increasing employability options on release. This will be achieved through the availability of real work in a wide range of real life settings. Skills development is underpinned by a broad curriculum of vocational training alongside traditional academic subjects. A4E are the current OLASS 4 service provider at HMP Coldingley. The annual delivery plan is developed in consultation with the Education Manager, Cluster Head of Learning Skills and Employment and the Head of Reducing Reoffending. It formulates a response to scale of need in respect of labour market vacancies, employer priorities and learner starting points. Strategically the provision will be further enhanced through employer and sector skills council engagement and by increased partnership working with third sector organisations. The Head of Learning and Skills will facilitate monthly prison based multi-disciplinary partnership meetings to discuss all aspects of learning and skills delivery and performance. A quarterly Quality Improvement Group will be facilitated and the Head of Learning and Skills holds regular formal and informal meetings with the provider Education Manager. The group will report to the Cluster OLASS/ Learning and Skills meetings facilitated by the lead Governor and in turn to the Regional Governance Board, chaired by the DDC. This ensures alignment with regional and national learning and skills policy and priorities and the movement of funds, where deemed appropriate. We have clear agreed governance for our meetings; minutes are recorded and action plans are in place. We will access reliable labour market information pertaining to the areas into which prisoners will be released. This is used to inform our curriculum which is reviewed on an ongoing basis, so as to meet the needs of a diverse and changing prison population and maximise employment opportunities. We have established good relationships with employers and colleges and regularly refer prisoners to them.
	2(h) Strengthen partnership working to ensure that offenders have access to support and services to both prepare for and enable access to employment. At the heart of HMP Coldingley's Reducing Re-offending Strategy are the following policy objectives (taken from our last HMIP) • To introduce a range of qualifications that accredit the specific vocational skills obtained by prisoners, including higher level qualifications for specialist work • Release on temporary licence should be used to facilitate community work placements for appropriate prisoners. Foundation steps have been made to achieving both of these objectives; we now have OLASS provision in the majority of workshops providing industry recognised qualifications and on-the-job learning. Currently: Certificate in Practical Horticulture Skills, NVQ Certificate in Machine Printing (L2), NVQ Certificate in Fabrication of Glass Supporting Structures, Award in Waste Management & Recycling, Certificate in Engineering-Fabrication and Welding Technology, Desktop Publishing Software (L1&2). As further workshops come online further qualifications will be implemented.

	Within the PICTA department we have forged a mentoring scheme with CISCO facilitating support whilst in custody, through the gate and employment opportunities on release. We currently have 3 offenders working in the community, 2 as volunteers for 'furniture link' and 1 at MOTest. We have also secured links with the Sue Ryder and Phyllis Tuckwell charities that are keen to take offenders early 2014. Our plans for the future are to have up to 20 offenders working in the community, preferably in paid employment.
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.** The segmentation data will contribute to the annual needs analysis, led by the Head of Reducing reoffending, which will assess the needs of our population and will also contribute to assuring us that the interventions offered are addressing the needs of the population as identified through OASys process. We will continue to evaluate our population to identify what programmes best fit with the needs of our prisoners sequencing and delivers on our desistence agenda. The needs analysis will be routinely reviewed as a standing agenda at the Resettlement meeting but will also feed into other partnership meetings, such as the education contract review meeting. Feedback from other sources will also contribute to the needs analysis, such as complaint data, MQPL, HMIP and Prisoner Council meetings. HRP will be offered following an assessment of risk and need. SARA assessments will form the basis of deciding the level of intensity required. Spaces will be allocated following consideration of time left to serve. Targets per year have been based on the acceptable level of non completers per programme (1 non completer per 8 starters). By November Coldingley will review the interventions it offers to ensure that the approaches being used are ones which are effective with the type of offenders that receive them, and that the factors being targeted for change are related to desistance, reduced reoffending and public protection, or a reduction in harmful institutional behaviour. It will draw on local data and evidence, including that provided within the NOMS Evidence and Segmentation Companion Document (available at www.justice.gov.uk/about/noms/commissioning.) when completing these reviews and have in place a strategy for developing its use of evidence to inform practice to maximise outcomes.
	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 Coldingley with the intention of offering a service are assessed against a formula that measures the potential outcomes against • Cost • Pathways

	• Age grouping • Borough • Numbers involved • Evidence (what works) • Recommendations • Other comparator establishments • 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. The quality assurance systems that are in place at Coldingley include:- • Complaints system • Prisoner Council Minutes • Quarterly review meetings • Ofsted Inspections for Education • Care Quality Commission for Healthcare services • External Audits • Assurance Framework • HMIP
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.** **See 4(b)** The segmentation data was taken as a snapshot on 31st March 2013. OGRS - 134 (27%) medium, 192 (38%) high, 70 (14%) very high. Offence type - 209 (42%) violent, 93 (19%) drugs, 91 (18%) acquisitive, 76 (15%) robbery, 7 (1%) sexual. Time left to serve - 179 (53%) less than a year, 104 (31%) 1 to 2 years left to serve. There is a cohort of prisoners (25) who score medium or higher on OVP. There is a small cohort of sexual offenders, but 1 has a high OSP score with more than a year to serve. Sexual offenders should be managed

	in terms of initial assessment to determine treatment need and then either transfer to suitable treatment site, or recommendation for work with Probation if near to release. The HRP gathers suitable prisoners from both the population at Coldingley and the wider regional and national population. The introduction of SCP has been suggested, however further exploration of viability in terms of prisoner need, resourcing and financing should be undertaken as an objective during year 1. Transforming Rehabilitation will result in most of the London prisons becoming resettlement prisons (see 3.5) working closely with CRCs to deliver through the gate services where anticipated. Again, the impact of these changes are unknown, however changes in population will be captured by regular snap shots, looking at the make up of Coldingley's population.
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 have a number of standard processes for identification and assessment of individual needs within first days in custody at Coldingley which include healthcare screening, education assessments, equalities questionnaires, safer custody and cell sharing risk assessments. All newly received prisoners undergo a health care screening process on reception which is used to identify: • Those with Mental, Physical health and Learning difficulties or needs • Those who pose a risk to others using the Cell Share Risk Assessment Process • Those who are at risk from self harm • Those who are foreign national prisoners and require additional help such as translation services. • The Chaplaincy team visit all new inductions to identify and signpost any spiritual needs. • Protective characteristics are identified and appropriately recorded In addition we recognise that a number of offenders may have possible unidentified learning disabilities and mental health problems. To meet this need we have additional screening and assessment arrangements in place for these areas of need and strategies for sharing assessment information across partners. These processes are monitored to ensure they are of a good standard and delivered as expected. The results are used to develop individual plans where offender needs are identified. Individual needs are monitored through a range of tools such as the OASys sentence plans, ACCT plans, Care plans and Individual learner plans. In addition we monitor the needs of our populations against the services and activities received in order to ensure that appropriate services and interventions are in place and adapted to meet needs, and to ensure that groups with particular characteristics are not discriminated against. Individual needs may arise from enduring characteristics such as age, ethnicity or disabilities or could be more temporary, for example bereavement or depression. We ensure that our staff have adequate training so that they are able to identify offenders who may need additional

	support and can take appropriate action. Data on all protected characteristics is collected from all prisoners and recorded on Prison-Nomis. During a full induction we will: • Identify educational and physical need and refer to the appropriate service i.e. education, gym, mental health services, careers services, legal aid. • Identify significant resettlement needs such as ETE, housing, FBD etc via needs analysis
	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. Information gained (as outlined in 5a) is then used to develop an individualised plan which adapts and sequences services to maximise the benefit to the offender, using OASys which is monitored annually or when a significant change occurs. Additional reviews will occur if necessary. Staff receive information and training to support offenders in recognising barriers to engagement that may arise owing to factors such as age, sexuality, disability, intellectual function, etc. Needs assessments may lead to: • Referral to agencies such as Housing, employment, finance, drug strategy, mental health assessment etc • Induction to include DIRF processes and also visual aids for those with different learning styles such as posters and booklets to explain processes, core day etc. • Allocation of an Offender Supervisor to comply with the requirements of the Offender Management Model • Referrals to Samaritans/Listeners as necessary • Referral to Substance Misuse Services • Identification of Foreign National liaison Officer, Disability Officer • Information of peer group activities, e.g. Travellers group, over 50's gym

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 Coldingley 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 Coldingley 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 Coldingley does not currently facilitate Restorative Justice (RJ) conferencing; however it will develop and implement a plan within year one of this SLA for the creation of a supportive environment which will ensure delivery of victim-offender conferencing (RJ). We have facilitated, when approached by the police, victim-offender conferences. However, we hope to build on this in the forthcoming commissioning year and to assist with this we have already appointed a restorative justice co-ordinator.
	
	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;
	  o a single point of contact for RJ
	  o agreed referral processes with partners
	  o processes which contribute to suitability and risk assessments
	  o appropriate gate procedures for entry into the prison of victims and other participants
	  o appropriate rooms are available for the conference to take place
	  o 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. Home Detention Curfew - HDC Risk Assessment Papers - Copies of relevant risk assessment papers, which will include information about prisoners' behaviour and participation in programmes while in custody will be forwarded to the home probation supervisors when sending out form HDC7 (Notification of offender to be released on HDC). Security information - Relevant security information held on prisoners will be taken into consideration when risk assessing the prisoner. Approval of release **–** The Head Of Offender Management will approve the release of a prisoner on either form HDC1 or 4 as appropriate. If a prisoner wishes to appeal, the Deputy Governor will decide whether to overrule the original decision. Categorisation and Re-categorisation All prisoners will have assigned to them, the lowest security category consistent with managing their needs in terms of security and control at all stages of their sentence; categorisation and re-categorisation decisions are in line with current policy; The purpose of categorisation is to assess the risks posed by a prisoner in terms of: • likelihood of escape or abscond • the risk of harm to the public in the event of an escape or abscond • any control issues that impact on the security and good order of the prison and the safety of those within it Bail Accommodation and Support Service (BASS) We will ensure a bail Scheme is in place for prisoners who qualify. It will provide a source of accommodation and/or support for those who would otherwise be held in prison. The service is specifically for defendants who can be bailed and offenders who can be released on HDC or who are subject to an intensive community order with a Residence Requirement. However, this will be subject to New Ways of Working and the National Probation Contract that is currently being discussed. At present this is managed under our Probation Contract and the service will continue to be monitored throughout the year, making changes and improvements when the new Contracts are announced. When NWoW has been fully implemented the Offender Supervisors will be integrated to help support the Probation Officers in this work.

	6 (d) Increase the amount of commercial and economically beneficial work in prisons undertaken by prisoners. We are working alongside One3One solutions see table 8a
	6 (e) Support the Delivery of efficiencies across the criminal justice system by increasing the use of prison video links. Coldingley 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 HMP Coldingley will develop a strategy for extending use of video conference facilities within year one consistent with the NOMS Video Action Plan, ensuring that use is consistent with type of establishment and makes maximum usage of existing/planned facilities. The Head Of Operations will be the establishment lead for the NOMS video action plan and will establish and maintain relationships with the relevant stakeholders.

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	• All prisoners are assessed for their immediate core rehabilitative needs within 48 hours of arrival via a needs analysis. This information is shared with appropriate departments / service providers within their first week in custody to ensure these needs are met. • All prisoners attend **structured induction** where we provide information relating to the prison, its regime, facilities, expectations of prisoners and commitments from the staff. We provide this information both verbally in a presentation and then follow up with written leaflets. • We ensure information is presented in small and simple chunks, both verbally and in written documents, to reduce information overload, support those that may have LDD and or language barriers. **We check understanding** through Q & A to satisfy ourselves prisoners understand how to engage with regime services and facilities. • **Risk management** – all staff will make effective use of information sharing (such as the observation book, handover / daily briefing sheets) and monitoring mechanisms as part of their core tasks that contribute to a **safe and secure, decent rehabilitative environment**. • At HMP Coldingley we operate an **integrated IEP system** so that prisoners who engage with rehabilitative activity are rewarded with enhanced privileges. • We will assess our current strengths and priority areas for attention from the latest **MQPL** and SQL report and implement an action plan based on the findings. This will be regularly reviewed and will remain a standing agenda item at SMT. • We have a large number of external partners working with and within the prison. Together we are working on defining a clear **strategic vision including a shared understanding of outcomes and priorities;** these will be published by June 2014 and shared with all staff and prisoners. All departments have business and performance objectives that work toward achieving this vision • We are reviewing our current work environment and practices to enable our strategic vision around **effective partnership working** to enable the effective delivery of all services. • We are embedding the **every contact matters** agenda into our contract management and staff performance assessment, to prompt discussions about staff/staff and staff/prisoner relationships during contract and	

	performance review meetings. • We recognise the complexity in creating a **whole prison rehabilitative culture** and therefore in addition to the activities described above, are also currently working with our regional HRBP to explore how we might embed **coaching principles and mentoring** into interactions between frontline staff and their managers. We recognise the importance of supporting newly promoted managers, specifically Band 5's, as the new role develops. We intend on completing this through a series of workshop, and aim for completion in July 2014.	
Prisoners are made aware of their responsibilities in engaging with and accessing services	• We have a joint **Statement of Purpose** with all our delivery partners which embodies our rehabilitative ethos promoting **responsible citizenship** amongst prisoners.. • Similarly, all staff (including permanent staff, those on fixed term contracts and partner providers) are made aware of the prison's Statement of Purpose and of our **rehabilitative ethos**. This is reflected in their contracts, job descriptions and via the SPDR process. • All communication with and service provision to prisoners is accessible and **responsive to their diverse and individual needs**. All staff are supported to ensure that engagement with prisoners is effective. • We operate a range of prisoner roles where prisoners support / advocate for their peers such as our 'insiders, listeners, housing and diversity representatives'. This enables this group of prisoners to experience civic participation and engagement, and to take on constructive and pro-social roles that provide positive non-offending status and identity. We are planning on having prisoner supervisors within each workshop. These will be highly skilled individuals who can support employed instructors and will assist in replicating a working environment. • We **measure the impact** we are having by assessing progress against identified needs on first reception, and take up of rehabilitative activities	

Prisoners anti social attitudes, thinking and behaviours are addressed by staff through pro social interaction and engagement	• HMP Coldingley's **Statement of Purpose** reflects our commitment to building a rehabilitative culture and is publicised in key places across the establishment for all staff and prisoners. Internal correspondence including staff and prisoner notices carry this Statement • We are taking active measures to promote and improve understanding of the importance of **pro-social behaviours and attitudes** at all levels and to work towards a more rehabilitative culture across the prison. A number of staff are qualified in the delivery of pro-social modelling training and this is scheduled in the 2014/15 delivery plan. This will be followed up with staff group meetings to discuss further how staff can practice pro social modelling and what opportunities they have to do this. • We use the formal annual staff reporting mechanism to ensure there is consistency in the way we engage and support offenders and to encourage frontline staff and managers to discuss how staff behaviour can affect prisoner change. • We have a successful **prisoner council** working with user voice, we find this a huge benefit and it means that the council can formally advocate on behalf of their peers, as well as helping us assess good practice across different units/departments within the prison. • We will measure changes in our culture through staff and prisoner surveys and focus groups including the SQL survey. We will ensure that our assessment also accounts for the diverse needs and characteristics of our population enabling us to focus attention appropriately.	
Prisoners can access appropriate services that enable them to seek suitable employment and/or training for release.	• Through the OLASS provider, all prisoners undergo a Learning needs assessment. • OLASS provision of Level 1 and Level 2 training which enables prisoners to engage with the regime as well as providers of rehabilitative services • OLASS provision in all workshops providing industry recognised qualifications and on-the-job learning. Currently: Certificate in Practical Horticulture Skills, NVQ Certificate in Machine Printing (L2), NVQ Certificate in Fabrication of Glass Supporting Structures, Award in Waste Management & Recycling, Certificate in Engineering-Fabrication and Welding Technology, Desktop Publishing Software (L1&2) • Toe by toe – peer mentoring reading scheme • Prisoners are given access to Job Centre Plus and National Career Service advisers re future job/career prospects and for support onto the DWP work programme and in applying for job seekers allowance. • The contact details for existing community based services are maintained and accessible to all prisoners	Nationally Co-commissioned contract - SFA Nationally Co-commissioned SFA Nationally Co-commissioned SFA Co-commissioned locally. Nationally Co-commissioned – DWP Local agreements / commissioning arrangements

Prisoners can access services that enable them to manage housing needs created as a result of their custody.	• Provision of Housing advice leaflets • Prisoners have access to the contact details for existing housing services providers.	Co-commissioned local Authority
Prisoners can access services that enable them to seek settled and suitable housing for release.	Provision of a housing advice leaflet • Prisoners have access to the contact details for existing community based housing services	Co-commissioned local Authority
Prisoners can access services to enable them to address personal financial management issues created as a result of their custody.	• Job Centre Plus provide advice and assist in reinstating benefit claims prior to release • UNLOCK account programme - Services that enable the opening and management of bank accounts • Prisoners are provided the contact details for existing community based debt management services	Locally Co-commissioned Banking partnership with UNLOCK Local commissioning arrangements / agreements
Prisoners can access available services which enable them to address their family welfare and family support needs.	• Domestic Visits and family days encourage prisoners to maintain contact with their families and also allow for greater interaction with young children in a less formal setting • Prisoners immediate families are invited and encouraged to contribute to sentence / [resettlement] planning objectives • Email a Prisoner is well used within the establishment. • Storybook dads is organised via the library which helps to maintain and develop family relationships as well as providing an incentive for offenders to work to improve their literacy levels. • Prisoners are signposted to community based services that support prisoners families	Local commissioning arrangements / agreements

Prisoners have equivalence of access to health services in custody as in the community.	• On reception, prisoners undergo a health needs assessment, prisoners are subsequently signposted and supported in tackling any identified needs. • 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 • Prisoners are provided the contact details for existing community health related services • Prisoners with urgent or severe social care needs are referred for further assessment	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.	• On reception, all prisoners have an individual health assessment. Essential immediate clinical needs are met. Stabilisation, detoxification and observation are undertaken as appropriate. • We enable prisoners to access and engage with the relevant health services • Clinical and psychosocial support is provided by RAPT & Virgin Care as necessary and based upon the needs of the prisoner. • The prison is engaged with NHS England in order to ensure that prisoner needs are understood and the commissioning strategy is suitable. • Prisoners have access to the contact details for services that can support them with their drug and alcohol needs	National Co-commissioned NHS England Local Authority Director Public Health Co-commissioned Co-commissioned as appropriate
Prisoners who have experienced domestic violence, rape or abuse can access services that offer them advice and support.	HMP Coldingley 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 with contact details and enabled to engage with existing appropriate community based services that support victims of domestic violence, rape or abuse	Local Authority Co-commissioned
Prisoners who have been sex workers can access services that offer them advice and support.	HMP Coldingley recognises that disclosing information relating to being a sex worker can be extremely difficult 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 sex workers	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	**513**	Opportunities for real work whilst serving their sentences, In line with the working prison model HMP Coldingley will offer real work opportunities inside the establishment which will provide offenders with a work ethos and work experience which will assist them in securing employment on release. Alcoholics Anonymous is a support group providing fellowship for men and women who share their experience, strength and hope with each other that they may solve their common problem and help others to recover from alcoholism. Cocaine Anonymous is a support group providing fellowship for men and women who share their experience, strength and hope with each other that they may solve their common problem and help others to recover from drug misuse. First Aid Certificate of Competence for learning & skills. Awarded with Health & Safety Executive approval by Active IQ Gym programme consists of the following courses, Entry level basic Health & Fitness; L1 Active Healthy Living; L1 Assisting Health related Activity; L2 Fitness Instructing; L2 Instructing Circuit Sessions Active IQ - a Learning and skills service to provide offenders with requirements to gain employment in the fitness and leisure industry.	513 work places will be available Group size up to 25 held weekly Group size up to 25 held weekly 3 groups annually with 12 places. Run by the Gym A rolling programme of 12 offenders

		NA Narcotics Anonymous provides a peer support group for dealing with substance misuse (narcotics - drugs and alcohol) Toe By Toe Reading scheme; peer mentoring programme which encourages and supports prisoners who can read to give one-to-one tuition to prisoners who struggle to read. Business Venture - OCR Award in understanding Business Enterprise Activities Level 1, Award Cert In preparing for a business venture Level 2 & Award Certificate in Starting a business venture Lev 3 OCN Developing Group and Teamwork Skills at Level 1, Develop the soft skills required to work together with others. OCN Developing Personal Development skills Level 1 award - To give offenders the opportunity to reflect on their personal strengths and weaknesses, make considered choices, identify short term goals and produce an action plan for achieving them.	Group size up to 25 held weekly A rolling programme based on need Rolling programme 10 places Rolling programme 10 places Rolling programme 10 places delivered 18 times a year
Sexual Offenders	**Prisoners with a conviction for sex offence: 7 (1%)**	The criteria for Coldingley now excludes sex offenders (effective from Oct 13) that deny their offence, those that have completed appropriate OB work may be considered. Nearly all our sex offenders are sentenced to over 12 months; those without a valid PSR, will be prioritised based on their sentence length / time left to serve for an **OASys assessment.** All sex offenders will then be assessed using **RM2000** to establish their risk of sexual reconviction. **Medium RM2000** or above and more than 12 months to serve; we will arrange transfer as soon as possible to the regional treatment hub Those that are **medium RM2000** or above and within 12 months of their release date will be given priority access to our range of additional rehabilitation services as listed in all offenders box above and in the general OGRS 25+ below. We will also share intelligence with appropriate external partners as part of our risk management processes in preparation for their release. We will work with probation providers to ensure that, where offenders have been unable to undertake offending behaviour programmes in custody, they can undertake the most appropriate programme post release. **Low RM2000**: will not be referred to treatment sites. Indeterminate, mandatory or discretionary life sentence prisoners or those identified to be intellectually disabled (e.g. an IQ between 60 and 80 and adaptive functioning deficits), may be referred to support sites for further assessment to consider suitability for treatment. We will always endeavour to move sex offenders to the designated support site, however we recognise that this is not always practical; and particularly where offenders are nearing their	**Prisoners with a conviction for sex offence: 28**

		release date and or where spaces are limited. Where space is limited, those that are low **RM 2000** but not nearing their release date, will be prioritised first **Recalls** – see comments in all offenders box above **MAPPA** – we will manage sex offenders in accordance with MAPPA guidelines	
Violent offenders	**All violent offenders: 209 (42%)**	Offenders sentenced to 12 months or more and without a valid PSR, (as well as sexual offenders) will be prioritised based on their sentence length / time left to serve for an **OASys** assessment. **DV offenders** High Intensity HRP programme for men who have committed violent behaviour in a domestic setting. It is aimed at offenders who have been convicted of more than 1 incident of domestic violence, or have been violent to a number of partners. The level of intensity is assessed via a SARA. The aim is to end violence and abuse against participants' intimate partners. Participants will learn about their abusive behaviours and be taught alternative skills and behaviours to help them develop healthy, non-abusive relationships. Moderate Intensity HRP programme is for men who have often committed an incident of violent behaviour in a domestic setting. The aim is to end violence and abuse against participants' intimate partners. Participants will learn about their abusive behaviours and be taught alternative skills and behaviours to help them develop healthy, non-abusive relationships. **Time left to serve**: We continually have a sizeable proportion of violent offenders that are within 6 months of their release date, where their risk of violent (as well as general) re-offending is low -they will be able to access our core range of rehabilitation services. Where their risk is elevated, we will also prioritise access to the additional range of rehabilitative services as listed for OGRS bands 25 +. Additionally we will share intelligence with appropriate external partners as part of our risk management processes in preparation for their release. We will work with probation providers to ensure that, where offenders have been unable to undertake offending behaviour programmes in custody, they can undertake the most appropriate programme post release. **Recalls –** see comments in all offenders box above. **MAPPA** – we will manage violent offenders in accordance with MAPPA guidelines.	8 offenders annually 8 offenders annually

Indeterminate Sentenced Prisoners (ISPs)	**43** **35 are high risk and 3 are very high risk.**	ISPs will be prioritised for onward transfer to the most appropriate site to support sentence progression, whilst at Coldingley, they will receive the most appropriate intensity of case management dependant upon level of risk and the stage they are at within their sentence to enable progress.	
Low likelihood of any reconviction OGRS 0-24%	**117**	**Assessment:** (over 12 months) – we will assess all offenders using OASys and ensure they have an appropriate sentence plan (and risk management plan as needed). We will prioritise those without a PSR by sentence length / time left to serve and a violent / sexual index offence. **Low intensity case management** - We are putting in place an approach based on 'every contact matters' to ensure that all staff who have contact with offenders understand their role in contributing to rehabilitation. This will form the basis of contact with all our prisoners, especially for low risk offenders. **Short Sentenced prisoners**: will be screened identifying their rehabilitative needs to enable effective resettlement planning. We will refer all offenders within this OGRS group to the core offer at table 4a **Risk Management** – security considerations and the offenders' risk of serious harm rating inform decisions relating to the targeting of risk management (regardless of OGRS band) • Our minimum risk management approach for all offenders is based on partnership between the OMU, security department and others as required, so that all risk information is shared. • Medium ROSH ratings prompt a proactive approach to observing and recording behaviour, and sharing information across the prison, and restricting/monitoring visits where necessary. • High/very high ROSH ratings are prioritised for highest levels of risk management, which includes monitoring of communications and discussion at inter-departmental risk management meetings in cases of greatest concern	

Medium likelihood of any reconviction OGRS 25-49%	**134 (27%)**	**Assessment** (over 12 months) – we will assess all offenders using OASys and ensure they have an appropriate sentence plan (and risk management plan as needed), we will prioritise those without a PSR by sentence length / time left to serve and a violent / sex index offence. **Low intensity case management** – We will refer all offenders within this OGRS group to the core offer at table 4a and provide contact with offender supervisors through a 'surgery' to follow up on urgent issues. **Short Sentenced prisoners –** Will be screened identifying their rehabilitative needs to enable effective resettlement planning. Where spaces are not taken by higher OGRS offenders, those that are nearing the end of their sentence, will be prioritised to access rehabilitative services to support their resettlement needs	
High likelihood of any reconviction OGRS 50- 74%	**192 (38%)**	**Assessment –** (over 12 months) we will assess all prisoners using OASys and ensure they have an appropriate sentence plan (and risk management plan as needed), we will prioritise those without a PSR by sentence length / time left to serve and a violent / sex index offence. **Medium Intensity case management:** For those cases which we are not retaining in the establishment, the first priority is to ensure that offenders sentenced to less than 4 years within this group are moved to a prison that can meet their rehabilitation needs. For those cases remaining at HMP Coldingley, or with time to wait before they are transferred, we will also offer one to one supervision. Recognising the size of this group, we will prioritise those with less than 6 months left to serve first, and the most violent offenders with OVP over 30, sex offenders with a RM2000 above low and all indeterminate sentenced offenders. **Short sentence prisoners:** Will be screened identifying their rehabilitative needs to enable effective resettlement planning. Those that are nearing the end of their sentence will be prioritised to access rehabilitative services to support their resettlement needs. Contact will be made with public protection agencies, as required, in preparation for release. **Acquisitive offenders**: We are working with NHS England and Public Health England to ensure that offenders who need substance misuse services are able to access them in accordance with their individual care and sentence plans. Offender supervisors will work with providers to motivate and encourage offenders to actively engage in their recovery. **Employment** **OLASS** - Preparation for work L1 **Families** **Family Visits/family days/child centred visits –** (all offence types) to develop and maintain family contact **Maintaining family relationships –** Story book Dads,	18 per year 90 places per year Up to 52 places per year

		Sport – provision of various pro social recreational activities through the gym (football, minor games, volleyball, Olympic weightlifting, fitness instructor, basket ball) – all to L2 NOCN	We offer 20 places per training programme per year.
Very high likelihood of any reconviction OGRS 75-89%	**70 (14%)**	**Assessment –** (Over 12 months) - We will assess all offenders using OASys and ensure they have an appropriate sentence plan (and risk management plan as needed), we will prioritise those without a PSR by sentence length / time left to serve and a violent / sex index offence. **Highest Intensity case management:** For those cases which we are not retaining in the establishment, the first priority is to ensure that prisoners sentenced to less than 4 years within this group are moved to a prison that can meet their rehabilitation needs. For those offenders remaining at HMP Coldingley or with time to wait before they are transferred, whilst remaining at HMP Coldingley they will be offered a higher intensity of case management including longer supervision sessions. We will particularly prioritise those with less than 6 months left to serve, the highest OGRS and OVP groups, and indeterminate sentenced offenders approaching a key stage in their sentence such as a parole hearing. Also for those with less than 6 months left to serve, and as part of our public protection commitment and risk management measures, we will share intelligence with appropriate external partners in preparation for their release **Short sentence prisoners:** Will be screened identifying their rehabilitative needs to enable effective resettlement planning. Those that are nearing the end of their sentence will be prioritised to access rehabilitative services to support their resettlement needs. Contact will be made with public protection agencies, as required, in preparation for release. **Acquisitive offenders**: We are working with NHS England and Public Health England to ensure that offenders who need substance misuse services are able to access them in accordance with their individual care and sentence plans. Offender supervisors will work with providers to motivate and encourage offenders to actively engage in their recovery **Additional Accommodation, Employment, Families' and Sport services** (as listed in OGRS 50 – 74 box).	
Extremely high likelihood of any reconviction (prolific) OGRS 90-100%	**0**	N/A	

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		
Healthy Relationships Programme - High Intensity **(HRP-HI)**	8	7
Healthy Relationships Programme - Moderate Intensity **(HRP-MI)**	8	7
Grand Total	**16**	**14**

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)**
6b	Restorative justice – see Table Table 3 (6b)	Yes
6d	Increase commercial work with the aim of maximising income and activity hours. This will be measured every 6 months.	Yes
2h	Increase ROTL opportunities	Yes
2h	Develop relationships with employers to increase ROTL and employment on release	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	No	Go live April/May 2014
39	Deliver Accredited Programmes	Yes	Go live April/May 2014
40	Mother & Baby Unit	No	Existing service specification which remains in force
41	Deliver Victim Offender Conferencing (Restorative Justice)	No	Go live April/May 2014

Table 7c: Service Options, above the national minimum		
(which are commissioned under this SLA)		
Service specification	**Output(s) commissioned**	**Service Option Commissioned [YES / N0]**
Cell & Area Searching	A risk assessed programme of routine area searching is agreed, documented and completed correctly. **HSE only**	No
Cell & Area Searching	Assurance is sought through a risk assessed programme of covert testing. **Non HSE**	No
Early Days & Discharge - First Night in Custody	One-to-one welfare support is provided within courts/custody suites to address immediate needs of the prisoner.	No
Visits - Conduct Visits	There are facilities for children to participate in supervised play whilst visiting a prisoner	No
Visits - Services for Visitors	Visitors are able to purchase snacks and hot/cold drinks prior to the visits period.	No
Visits - Services for Visitors	Visitors are able to purchase a meal and hot/cold drinks prior to the visits period.	No
Visits - Services for Visitors	Private meetings can be facilitated between visitors and Partner Agencies.	Yes
Visits - Services for Visitors	There are facilities for children to play whilst waiting to visit a prisoner.	No
Visits - Services for Visitors	Visitors receive information through a variety of media regarding relevant support services.	Yes
Visits - Services for Visitors	A Family Support Worker is available to support families.	No
Faith and Pastoral Care	Prisoners have access to a Resettlement Chaplaincy Scheme.	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)	Minimum of 1/2 hours daily	Seasonal adjustment will made to allow evening exercise
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 per week	

8. Activity Places (Work and Prison Services)

INDUSTRIES (ONE3ONE)	COLDINGLEY									
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 - Cleaning BICS	Industrial Cleaning	10	1	30	£0	£0	£0	£0	£0	£0
Industries - Engineering	Engineering	60	5	30	£300,000	£80,000	£30,000	£195,000	£85,000	£20,000
Industries - Engineering	Engineering Aluminium Windows	22	2	30	£250,000	£0	£0	£188,000	£0	£0
Industries - Land Based Activities	Estates - Grounds	7	2	30	£0	£0	£0	£0	£0	£0
Industries - PICTA	PICTA	30	2	30	£0	£0	£0	£0	£0	£0
Industries - Printing	Printing	50	5	30	£0	£250,000	£5,000	£0	£230,000	£4,000
Industries - Signs	Signs	40	3	30	£260,000	£0	£25,000	£234,000	£0	£20,000
Total		**219**	**20**		**£810,000**	**£330,000**	**£60,000**	**£617,000**	**£315,000**	**£44,000**

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		30	30
Orderly Cleaners		15	30
Recycling Activity		10	30
Weekend Activity			
Works Department		3	30
Wing Cleaning	Cleaners, laundry, painters	50	30
Other Occupations	Library	2	
Sub total		**110**	

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	Functional Skills	112 per week, 5600 per annum	65
Core Education Classes	All other courses	274 per week, 13,700 per annum	222
Education Induction Assessment	Induction	Average 10 per week, 500 per annum	3.5
Education leading to accreditation	All courses	386 per week, 19,300 per annum	285
PE Leading to QCA Qualifications		22	660
Skills training leading to Accreditation	Vocational courses	48 per week, 2208 per annum	141.5
ROTL	Furniturelink MOTest	2 1	84
Prison Induction Courses/Interviews		12	216
Basic Key Skills up to level 2	Functional Skills	112 per week, 5600 per annum	65
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	5h 30m	2h 20m	0h 39m	1h 00m	0h 39m	10h 10m
Tue	5h 30m	2h 20m	0h 39m	1h 00m	0h 39m	10h 10m
Wed	5h 30m	2h 20m	0h 39m	1h 00m	0h 39m	10h 10m
Thu	5h 30m	2h 20m	0h 39m	1h 00m	0h 39m	10h 10m
Fri	3h 07m	1h 25m	2h 09m	1h 00m	0h 19m	8h 03m
Sat	0h 00m	6h 07m	0h 26m	1h 15m	0h 00m	7h 48m
Sun	0h 00m	6h 07m	0h 26m	1h 15m	0h 00m	7h 48m

5 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
5-day	5h 01m	2h 09m	0h 57m	1h 00m	0h 35m	9h 45m

7 day average time out of cell

Type	Activity	Association	Domestics	Meal	Movement	Total Time Out of Cell
7-day	3h 35m	3h 17m	0h 48m	1h 04m	0h 25m	9h 11m

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)	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 %	
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)	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.40
		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	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	2.79
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU077	HMIP Safety	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.92
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU078	HMIP Purposeful Activity	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.58
		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
CU076	MQPL Safety	3.00	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												14.00	14.00				14.00	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	86.50 %	86.50 %	86.50 %	86.50 %	86.50 %	86.50 %	86.50 %	86.50 %	86.50 %	86.50 %	86.50 %	86.50 %	86.50 %	86.50 %	86.50 %	86.50 %	86.50 %	
CU014	Training / Education on Discharge	19.00 %	19.00 %	19.00 %	19.00 %	19.00 %	19.00 %	19.00 %	19.00 %	19.00 %	19.00 %	19.00 %	19.00 %	19.00 %	19.00 %	19.00 %	19.00 %	19.00 %	
CU015	Employment on Discharge	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	24.00 %	
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